



TRANSPARENT HUMAN RESOURCE POLICIES AND EMPLOYEE
ENGAGEMENT: STUDY OF 5 SELECTED COMPANIES IN ZIMBABWE

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Approval of the Thesis

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Abstract

TRANSPARENT HUMAN RESOURCE POLICIES AND EMPLOYEE ENGAGEMENT: STUDY OF 5 SELECTED COMPANIES IN ZIMBABWE

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It was critical to examine very closely issues associated with the transparent human resource policies, rules, laws, and employee engagement in 5 selected companies found in Zimbabwe. The immediate attention is to focus on some companies in Zimbabwe which did not have transparent human resource policies, rules and laws and its relationship on employee engagement at workplace. Some of these companies are unable to facilitate systems of high production and effective control of operations as seen in financial gazettes. However, some companies in Zimbabwe are expected to have these human resource policies, procedures and manuals but did not make them available to the employees and their supervisors. In some companies, company laws, regulations and human resource policies, laws and procedures were made available to the employees but implementation was a problem.

Qualitative research method was selected to be appropriate method with good design to analyse the data. Participants were identified from 5 companies and interview instrument was selected to collect information to form data were found from 4 sets of managers and employees. Qualitative approach was used to analyses information to form data. Checked on how they perceived the effectiveness of operations on human capital without considering the transparent human resource policies, procedures, manuals, and employee engagement. Research questions were suitable for participants to provide clear information. Process of information from the selected 5 companies was easy to get. Participants are expected to provide reasonable information in responses as shall be found during interview processes. The research study is

prepared to solve issues of companies with transparency and opaqueness human resource policies and employee engagement and find solutions to eradicate corruptions suspected to be among different managers and employees in some companies hindering the progress of production of goods and services at lower cost. Purpose and use of human resource policies by the companies eradicate all forms of unethical behaviour among all human capital and their supervisors and management.

Keywords: Transparency, policies, Opaqueness, companies, corruption, participants, information, employee engagement, Saturation, interview.

Declaration

I declare that this thesis was composed solely by myself and it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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CHAPTER 1

1. 0. INTRODUCTION

Companies are formed to add value to the shareholder, individuals, groups and the public by adopting good communication systems in the workplace. Management of thinking among many workers who had to be contented by sharing thinking paradigms based on behavioural science communication. Erikson (2003: 475 - 487). identified “motives of systems thinking paradigms and systems research in behaviour.” Senior Executives utilized the hard systems thinking at the workplace by not making available human resource policies and procedures manuals to employees in some companies in Zimbabwe. That handicap caused by senior managers did not engage employees in business activities. The chaos found in organizations causes thinking systems at all levels of companies to be almost rive.” The laxity of some companies in Zimbabwe to share human resource policies and procedures and employees engaged in business activities provoked the research study. Wadhwa et al (2018: 10 - 24). stated that, “in utilizing contingency perspective, a set of strategic human resource practice referred to as high performance work systems are influenced.” The impact of transparent human resource policies and procedure manuals in companies make a responsive tool on the organization’s performance. Some companies in Zimbabwe did not have working tools used like transparent human resource policies and procedures nor the operational manuals that guided the employees and their supervisors and managers to correctly perform their work. Human resource policies and procedures manuals remained critically important to effectively communicate companies’ strategies and plans between the employers and employees, Kinnaird (2002). In some companies in Zimbabwe, there were no human resource policies and procedure manuals making the working situation even worse to the employees. Some other senior managers kept the organization’s human resource policies and procedures and operational manuals to themselves for whatever reasons best known to them. What makes the research

study interesting is that, how can senior managers expect employees to meet best work standards without utilization of human resource policies and procedures manuals at workplace? Singh 2018 in a research study on employee engagement found that “low engagement in an Insurance Brokerage company in Gauteng City with impact on organizational performance that gave low employee commitment and motivation to workers.” Likewise, in Zimbabwe the study on opaque policies and procedures and employee engagement in companies in Zimbabwe revealed poor performances on employees and their supervisors. It is a good policy for companies to consider human capital as the first required tool to be respected and allowed to use all operations manuals of business. Human capital should be the first physical tool to be made redundant from the company on poor performance and at liquidation point. Conveying the impact of employee engagement on companies’ performance in some companies in Zimbabwe was found from none communication of human resource policies and procedures and operations manuals between senior managers and employees. The employee engagement has become a very controversial issue in the recent years and gained the interest of many researchers to have a zeal for finding solutions. Some companies in Zimbabwe did not have the policies to direct worker’s performance. Lack of sharing the tools on human resource policies and procedure manuals did not provide transparency among the employer and employee on business podium. The companies had challenges of following rarity of strategic capabilities because of not observing the transparent human resource policies and companies’ rules on employee engagement to maintain their positions in the industries. Bamel and Bamel (2018: 1555 -1572). found organizational study the key to resource capability perspective and concluded that a “company’s resources and capabilities if aligned, can achieve complementarities that facilitate each other.” The leaders of some companies in Zimbabwe facilitated the impact of transparent human resource policies and procedures to engage employees in most business activities. Enforcement of legal documents to employees were

supposed to have been transparent in human resource policies and procedures with flexible movements to enable them achieve business strategies. In this study, it is the transparent human resource policies and procedures and employee engagement to provide management philosophy of understanding. According to Kinnaird (2002: 55 - 59), “Policy and procedure manuals is a didactic model for law administrators.” Some companies in Zimbabwe with the transparent human resource policies and procedures managed to fulfil most areas of the needed objectives and goals. Drucker (1974: 100). Stated that, “objectives are needed in all areas on which the survival of the business depends.” Among these companies there were some companies which did have opaque others had transparent operations manuals which were made available to the employees and their supervisors. Managers with transparent policies had problems on implementation of these policies and procedures in the companies at the workplace. That made the study to be important and should be considered for further investigation in the future. Three principles below provide guide lines to the process of the research approach. It is at this point where the information of the study has a structure needed.

1. 2. Problem Statement.

Study interest came from reading other authors’ articles, Zimbabwe financial gazettes coming out on monthly basis and labour cases. Cases of employee disengagement from companies in transport industry were increasing. The issues were no transparency in companies’ regulatory framework affecting human capital. Employees in organisations do not just find themselves engaged; the employer has to ensure that there are initiatives in place to sustain that level of engagement (Khan, 1990). One immediate recommendation is to have clear and transparent human polices that naturally govern the workplace. Human resource policies which embrace procedures have capacity to enhance employee engagement (Nguwi, 2014). In contrast to this thinking Kinnaird (2002) contests that “most senior managers do not worry about employee engagement in their organisations.” Senior managers see employees as best tools to perform

different jobs and focus on production of products without Human resource framework. In light of the above this research was provoked by the seemingly lack of transparency in the application of different policies and procedures enshrined there in especially through effective communication. In some of the selected companies' allegations were that top managers and senior managers were not making human resource policy and procedure available to the employees, compromising good employee engagement. That gave a communication gap between employees and top managers. Employees were not exposed to companies' strategic plans. The problem of not making human resource policies, rules and procedures available to employees at workplace appeared to be cause of lack of support on employees leading to disengagement. Kinnard (2002: 55 - 59). Stated that "a policy and procedure manual is one particular tool that remains a cornerstone of effective communication between the employer and employee regarding companies' goals and operations." In these circumstances, main problem that provoked the study centred on transparent or opaque human policies on allegations that compromised employee engagement. This was allegedly attributed to the impact of having opaque human resource policy and procedure with a potential effect on employee engagement in some the selected 5 companies in Zimbabwe. A 2014 study by Nguwi in Zimbabwe revealed that 46% of employees in Zimbabwean companies were disengaged mainly due to lack of clear or transparent human resource policies. Linked to this was another study which also pointed out to poor communication and lack of transparency in terms of different human resource policies to employees which contributed to low engagement levels. A study by Ncube and Jerie (2012). lamented over low levels of engagement in the hospitality industry citing opaque policies as the primary source of disengagement. Similar allegations clouded the 5 selected companies in the quasi-government institutions where allegations centred on selective application of the policies, in some instance no transparency in application

or absolutely no application at all as well poor communication and macro management of the policies. This cannot just pass without being highlighted by the researchers to the readers.

The noticed ill effects of employee engagement on business performance caused lack of commitment, absenteeism, disgruntled workers, dishonest, sick leave and poor production of products and services. This cannot just pass unobserved hence the provocation to have a comprehensive study on opaque human resource policies and employee engagement.

1. 3. Purpose, Aims, and Objectives

The main purpose of this study is to explore whether the application of transparent or opaque human resource policies and practices have impact on employee engagement. The impact can be either positive or negative. Senior management teams are failing to extract maximum shareholder value from their current operations models. This led the researcher to prepare to investigate transparent human resource policy and procedure on employee engagement. Look on how its impact could be seen on the human resource management framework. Solving human capital issues had been on spotlight for a long time and researchers were busy finding good solutions to solve these issues. The purpose of these regulations have not been solved yet.

The reasons on research is how some Zimbabwean companies perform different jobs with and without having transparent human resource policies and procedures and employee engagement in business activities. According to Seavey et al. (2014: 59). “the challenge of any policy analysis is to explain clearly and concisely why it is important to address one issue over the other competing policy needs.” Senior Managers who had policies and procedures in some companies managed their companies avoiding employees and their supervisors on purpose of transparency of human resource policies and procedures manuals. The research study should be conducted based on qualitative methods a Social Science approach which focused on groups of people and individuals in different companies in Zimbabwe. Bridging the performance gap

between employer and employee on company's production issues. Sustainable management and use of natural resources and ecosystem services is well-recognized as any important ingredient for sustained improvements in human welfare. Employee engagement had the forces of good business sustenance. Introducing transparent human resource policies and procedures and employee engagement in companies in Zimbabwe should change attitudes of senior managers and employees on business activities and accountability. The objectives of the research are:

- To Study reasons why some companies are transparent or opaque regarding the use of human resource policy and procedure manuals on employee engagement in some companies.
- To identify employees working in companies which have transparency in human resource policy and procedure on whether the implementation of these laws are being done at workplace.
- To identify employees with companies which are not transparent in human resource policy and procedure and how they operate business activities,
- To study the opaqueness policy procedure engagement using the companies providing the information to form data of research study.
- To check on human resource management whether they know the purpose and use of these rules.

Transparent companies' regulatory framework policies and opaque companies' regulatory framework and policies in this study are not meant to compare the use since it is a qualitative methodology study. It is purposeful driven and exploring study that is why it gets priority and is general in approach to the study. The research study should be carried to investigate the purpose of human resource policies and procedures and employee engagement in companies in Zimbabwe. This is needed to cover all the concepts of the topic selected for the study content.

1. 4. Nature and Significance of the Study

This study is significant and relevant especially to the managers. As alluded in the problem statement the companies under focus and study lies within the quasi-government entities popularly known as the parastatals with autonomous policies. In light of this the findings shall assist the ministry and government officials and board members who stand accused of macro managing these entities making the human resource policies redundant. The findings will influence how the thinking process of the workforce and help decision makers to make well informed policy decisions regarding putting human resource policies and procedure into action. It is important to note that key policies are shaped through understanding what is on the ground and this study explains so clearly how the other companies deal with employees management theory at work. This study adds to the already available body of literature but focusing not a single human resource practice or policy but a bundle of policies and procedure. The study also intends to benefit the employees employed by these and similar organisations. Partly because the situation obtaining can or may not be blamed on the employer alone but also the employees they shall know as well as the 3rd force the government and the ministers to be responsible. It is clear that knowledge is poor and lack of knowledge compromise on the quality of employee welfare which affects levels of employee engagement in organisations. So, the recommendations given will also assist a long term way in employees to effectively plan their business activities at workplace. The welfare of the all people employed by the companies should be recognised.

Of all the beneficiaries of this research the person to benefit most is the researcher. The study offers an opportunity to appreciate different human resource policy makers and practices in place. Equipped with such knowledge the researcher becomes a guru in the area and can benefit in doing consultancy for parastatals in line with human resource related issues. Lastly the organisations understudy will also benefit from the findings and recommendations in appreciating the extent to which having opaque human resource policies can compromise on

employee engagement. Thus, the recommendations will form the basis of reviewing their policies and practices to the betterment of the organisations. This makes this study relevant and current as well as crucial besides the fast changing economic situations.

These sets of bundles include human resource policies and procedure manuals used to evaluate performance of individual on business activities. Companies are therefore intended to explore in the good organizational attitudes and behaviour on the human capital. Study is important having quality goods and services. The main topic “transparent/opaque human resource policies and employee engagement: study of selected 5 companies in Zimbabwe.” Qualitative research method was selected as more suitable to justify the secrets of the research topic as it affects human capital within the Social Science approach utilized to examine individuals and groups of people in companies. Researcher shall conduct interviews to source valid information from the participants who are managers related to human resource policies and procedures and employee engagement in different companies. The significance in line with perspectives of employees, managers, senior managers and stakeholders can be based on implementation of human resource policies, procedures, manuals, and companies’ rules on controlling business activities. Scholars in class and researchers on study find significance on the existence and use of these rules, laws, regulations procedures and policies on application on processing all assignments and referral documents. The organizational performance at all the sectors of the companies should be seen by the ordinary customers and the elite emulating on how the products and services are provided. The quality products catch the eyes of customers by marketing itself in show rooms. The ordinary person visiting the companies recognise the way people employed by the companies respect them. In so doing the companies’ products are easily marketed. The companies’ importance can be noticed through its products, organizational management systems and performance.

1. 4. 1 Research Questions

Questions formed root of investigations by matching what is being investigated, showing the strength of research coordination of facts and data analysis. The research questions use put information together for data are as follows:

- What are the reasons of having opaque or transparency human resource policy and procedure manuals in companies?
- Why should employees working in organizations have transparency in human resource policies, procedures and manuals?
- What is the negative impact of transparent human resource policies and procedures on employee engagement in an organisation?
- What is the positive impact of transparent policies on employee engagement in a company?
- What is negative impact of opaque human resource policies and practices on employee engagement in a company?
- What is positive impact of opaque policies and practices on employee engagement in a company?

In summarising the research questions, the study should be structured in the research study covering the main topic and must be able to answer the issues of who, what, when, where, how and why of the reasons are source information for collection of facts to form data. The pieces of questions put the unified conceptualized useful study to communicate information from the population which is used to form data. The origin of the research study come from the selected population put together for the purpose of facts finding found in people who are managers and employees. A thorough investigation on the research study originates from the properly prepared research questions confirming the problems found in the workplaces and operations

of the companies which are being investigated. Research questions show the link to acquire knowledge. Human resource manuals link to the proper employee engagement found in the companies with transparent human resource management. The research questions are covered by the theoretical perceptions originating from different theories from other authors. Theories sprouts the information found in a research's systematic origin. Simple proportions of the research study are controlled by the qualitative methodological references found from other authors who researched the same or similar topics. As companies laws policies and processes are based on practical and theoretical methods. Social work among other business activities by attempting to explain and predict events on scientific evident in research studies. Social theory help participants to psychologically perform in the research study. To that end the research was managers in organisations that used transparent human resource policies perform better than those who use opaque human resource policies and procedures in their organizations and employee engagement on all these kind of communication is found in transparency policies.

This research seeks to find out which Human resource policies as best fit on employment engagement to address issues of effects of transparent human resource policies simultaneously working on the managers with companies with opaque human resource policies and procedures which affect the employees at workplace. Purpose of human resource policies and employee engagement in companies are useful to engage workers increasing their commitment, accountability and reliable at work. Factors of increased production in companies is a fact which is required in this study. Therefore the problems, purpose and research questions have to address and give the information required in the selected research topic. The leaders, managers, employees, all interested parties will benefit on the use of findings. It is only the people who are able and want to know more about business management to search for useful information from the internet, technological communication systems who manage to see the useful information to build the future of their companies.

CHAPTER 2

2. 0. LITERATURE REVIEW

2.1. INTRODUCTION

Researchers introduced many various old and new ideas which were combined on human resource practices which increased work performance systems. This was done with a general aim of having good organizational performance with a significant positive effect on employee retention, companies' output, and business outcome (Rehmani et al., 2021: 81 – 107).

Strategic human resource management is supported by transparent policy and procedure manuals on employee engagement. There is a general natural fit of these laws, rules and regulations found in the companies' set of bundles on employees' performance. Human resource practices are preferred over the individual practices while exploring the relationship of human resource practices with organizational outcomes (Huselid et al. 2021 and McDuffie 1995). Secondly within the Zimbabwean context several studies have been undertaken on employee engagement and human resource related policies and practices, take for instance a study by Ncube and Jerie (2012). which looked at employee engagement and competitive advantage, a study by Nguwi (2014). which looked at employee engagement levels in parastatals, a study by Bhebhe (2020), which looked at employee disengagement in organisations. All these studies formed the base of understanding employee engagement and its link to human resource policies. Most of the studies found in the literature convey the message employee engagement.

As the major aim of the research was performance based on the use of human resource policy and procedure manuals and business to increase transparency human resource activities simultaneously having the continuous organizational strategic plans application (Lengnick – Hall, et al., 2009: 64 – 85). It was therefore the desire of researchers to find workable solutions

in different research studies with value addition to the companies covering production of quality goods and services for human consumption on the need and wants of customers.

The literature review on research study forecasted on the effectiveness of production of goods and services found in the companies which had significant factors to develop the country's powerful economic growth. Its purpose is designed to examine the importance of transparent policy and procedure on employee engagement in value addition in the stated productivity of quality products and prompt service delivery to internal and external customers. The merger aim was to bridge the communication gap found between top managers and employees on organizational performances. Literature from other authors contributed to the study. In addressing issues of research study, authors put their experiences and knowledge together on similar research projects and individual writers cannot do the writing of dissertations without referring to what other writers observed and how they arrived at findings and solutions.

2. 2. Theoretical Framework and Conceptual Framework.

Independent variables were the main factors to support the writing of the research study and these included transparent and opaque policies and rules. Dependent variables include employee engagement with the important factor to make the theoretical framework and theories and concepts building the research study. Use of concepts gave a clear understanding of where to start on proceeding with the information gathering from different variables found in the research study. These were found from different companies which produce goods and services to serve entire nation's population. Transparent and opaque information theories and conceptual framework gave a lead on the investigations carried out in different companies found in the Republic of Zimbabwe. Based on other authors' knowledge of operational human resource management in different companies where managers were not considering human resource policy and procedure at the workplace, production of goods and services were terribly

affected. Many research authors had different definitions of human resource management, theoretical framework and conceptual framework as the three concepts were found linking to the qualitative research methodology in the study. In the social science qualitative research had the connotations of dealing with human capital at work on their work and checks and controls which would be observed. In considering the definition of human resource management there were defined by different writers in different expressions all aimed to refer to the same theoretical meaning showing what is required to be covered in the research study at a given different research topic. According to Mullins (2005:26), “all management decisions and practices that directly affect or influence the people, or human resources, who work for the organisation.” Managers were positions created to make decisions in organizations and companies were made possible. These decisions affected many employees at the workplace. Armstrong, (2006). Defines, “Human resource management as the combined development of good performers with experience of the workforce gives the organisation distinct growth.” It had been the requirement for people promotion to higher grade having skills and expert in jobs aligned to companies’ goals, objectives and strategic plans based on long term periods. Managers with companies with opaque policies and procedures degenerate human resources performances and list was done at the workplace. Working with these given dimensions in the research process, human resources management is dependent on prepared companies’ laws, rules, regulations, policies, manuals, and strategic plans. Workers use tools to perform jobs assigned to them by their supervisors. These set of levers include, policies and procedures, workforce management, (Harzing and Ruysseveldt 2004). In support of the latter idea, and Garavan, et al, (2008). Found that, “training and development, use of progression and team spirit working were essential tools needed to increase employees’ job satisfaction.” Furthermore research had proved that employee perceived training effectiveness and violation of their psychological wellbeing not only affected employees’ working relationships for

example trust, employee commitment, but had an adverse effect on their job satisfaction and attitude towards each other (Bouris and Sahinidis 2008). A psychological wellbeing of belonging to companies, simultaneously accountable to shareholder on all problems that affect companies' performance. Jacobs, (2005) sought for issues considered for workers advancement carriers and social welfare at work. "They concluded that, operational constraints, line managers' knowledge and lastly employee previous commitment all influenced the line manager's decision on whether to give the employee time off or not." The researcher and many others reinforce the importance of human resources management in this research topic and the relevance of training and education to employee job satisfaction and enrichment (Harris et al., 2002, Ahmed and Bakar, 2003, Hurley and Estelami, 2007). More so, such research highlights showed how line management training influences and affects employee's morale when they perform jobs in different departments. In as much as the training and development assisted the employee's skills and enrichment occupying different jobs in companies. Employees with knowledge and skills had the chances for advancement to higher grades after excelling on the performance of jobs on human resource framework. This only carried out under the perceptions of harmonious relationships among all. All movements grades policies and procedures which guide the organizational management of the whole company and its departments.

2. 2.1 Developing Conceptual Framework

The companies' human capital framework function in research contributes in many ways that the researchers had to follow. Jane Margolis in her personal thoughts communicated that, there are two metaphors which mount the conceptual framework such as the theory and research questions. This simply provided the examples of coat closet and coat hooks in the closet. Researchers in the attempt to prepare the conceptual framework of the research unification of all the concepts, variables, paradigms and models should be shown in the research study to cement the information. There should be literature found in the processes of gathering data to

support the dissertation. Relationships of different literature used to collect information to form data on companies' development and where they should be found and be justified. The research questions are required to be well connected to the variables and concepts found in the research study. Concept mapping the researcher's study should be made carefully for easy usage. The conceptual framework functions put and seen in the literature review define the relevant concepts and justify the research problem by selected most appropriate methods (Miles, 1994). These methods include the concept mapping to be found in the next pages of this context filled with different paradigms classifying the clear interpretations. The research study should provide descriptive differences. Deetz, (1996: 191 - 207), stated that, "organizational functions are wholly on scientific social science research approach." The only way to study and success.

The conceptual framework mostly makes the road map for the best way to capture the research proposal and add value to the entire proposed research study. According to different authors namely Ravitch and Riggan, (2012: 7), viewed conceptual framework in different ways which researchers stated that "the first being most posturing is the visual representation of structure of study and its alignment with relevant theoretical frameworks." Secondly just as presented as a concept map that summarizes all key information presented in the research study and relevant literature from other authors. Furthermore, a conceptual framework is a "series of the sequenced logical propositions, the purpose of which is to convince the readers of the study's importance and rigor with the knowledge it deserves in study.

Having these definitions, we cannot complete study of transparent human resource policy and procedure and employee engagement without understanding the construction of theories supporting the research study (Avis, 2003). This applies more reasonable to capture the information related to study making sense to the reader and easy to process facts of information gathered. The research study maintains the organizational behavior theory, human resource management theory leading to research. The understanding of where you are coming from

where you are going, who is affected in the companies' administration basing on performance and quality data which expose the conceptual elements on research study and framework within the perceived methodology. The theoretical framework is found to be essential as it provides the phenomenon of research's understanding of the construction theory. The human resource capital relies on transparent human resource policy and procedure communicating the required information used at the workplace in some companies in Zimbabwe. Consideration of worker using instrumental perspective on the conceptual framework bind the theory concept in field of job performances (Antonenko, Pavlo, 2015: 53 – 71). Policy making can be more transparent commencing from employee participation and involvement in the policy formulation. Working utilizing legal documentation in the business administration processes shall cover-up the misunderstanding between senior managers and employees who are affected by the human resource policy and procedure in this study. The issues required on the implementation of policy and procedure manuals at the workplace can be valid and reliable towards organizational conceptual framework which is heavily supported by different theories. The research study is centered on the aspects of transparent policy and procedure found in some companies in Zimbabwe. Senior managers did not make available human resource policy and procedure to the employees at the workplace. This was caused by senior managers having opaque human resource policy and procedure in the business operations between senior managers and employees. In the same trend of events some senior managers had transparent human resource policy and procedure involving employee engagement in the companies. Employees were guided by the human resource policy and procedure manuals and operations manuals on performance in the evolution of human resources regulations and policies. The same applies to companies having employees with opaque human resource policy and procedure, their effort to deliver quality goods and services is reduced to a low ebb. There is limited effective interchange of information among senior managers and employees at workplace. Concepts

found and seen were that companies with employees having no access to transparent human resource policy and procedure at the workplace were not performing work to the set standards. The two paradigms found in the research study had their epistemology of knowledge to address the reality of information collected to explain the organizational strategies. Deetz, (1996: 191 – 207). stated that, “different models of research allow us to understand different phenomena and for different reasons.” Problems in some companies in Zimbabwe were prompted by the lack of communication of human capital policy and procedure and operational manuals between senior managers and employees at the workplace. Research study established that some companies did not even have human resource policy and procedure and operational manuals. There were no codes of conduct and employees were dismissed from the companies without following any legal documents. Lack of knowledge on how to use tools on specific jobs highly affected the employees and to some extent their health deteriorated caused by stress. Some companies in Zimbabwe were found with managers having opaque human resource policy and procedure and that gives psychological pressure that affect employees. Organizations should have research – driven solutions for organizational interventions. As psychological stress is harmful to employees, Dirk et al, (2011: 63). Described stress as “stress – related to disorders showing continuous increase in industrial countries and considerably impair physical and mental health to employees at the workplace.” It is most known that lack of knowledge destroys the individual, group, and the whole company at the stage of need. These inconsistencies make research studies to be conducted by students to establish the solutions on the problems found in the research study. The conceptual framework contains the theoretical and empirical rationale to assist companies remain on the line of production producing quality goods and services on this planet. The informative research results which were well interpreted by the students in class provide guidance to those who refer to the researched information at given times. Conceptual Framework was influenced by theories and

the research questions formulation which were the roots of investigations for example human resource policy and procedure in some companies in Zimbabwe where few questions were found and presented in the range of: (a) what are the reasons of having managers with opaque human resource policy procedure manuals in companies? (b) Why do managers need transparency of policy procedure at the workplace? (c) How do human resource policy and procedure add value to the companies' worth? (d) Why should senior managers practice good management of having employee engagement in companies? (e) What are opaqueness in resource policy procedure manuals on engagement?" transparency of policy are the pieces of questions put together conceptualize a useful and feasible study to communicate information to the reader of the research (Egbuta, Olughbenga and Amoyola (2021). The research study coordination relied on the verdict of the conceptual framework covering the concepts, aspects, of the independent variables and dependent variables found in the full research study and shared the required information to form the required data which created themes of the research study. The conceptual framework functions written and found in the literature review Miles (1994). defined "the relevant concepts to justify the research problem by selected most appropriate methods." These methods include the concept mapping to be found in the next pages of this context filled with different paradigms classifying the clear interpretations of what was required. Research study should provide descriptive differences in the approaches to organizational functions wholly on scientific social science approach (Deetz, 1996: 191 – 207) which allows the qualitative methodology to be applied at all the stages of study. In this research study of the day, conceptual model serves as a framework to explain the different

Variables relating to each other on research topic, impact of transparent human resource policy and procedure on employee engagement in some companies in Zimbabwe. Independent variables can remain at the level of managers and employees with transparency companies' regulatory framework and opaque policies and procedure manuals wherein dependent variable

was employee engagement. Involved in company administration on policy and procedure manuals from the companies' strategic plans and goals. Tools employed by the companies were the independent variables which actually directed performance in different jobs and dependent variables were assigned to employee engagement in the companies producing different products and services. According to Miles and Huberman, (1994: 18 -22). has this to say, "Strategic of learning in the field of social science based on qualitative method which displays theory towards the phenomenon." This research study is based on research proposal providing detail of how some companies in Zimbabwe with managers using opaque human resource policy and procedure on employee engagement controlled their business activities. Furthermore, how companies with opaqueness were able to coop with their daily functions at the workplace without the use human resource policy and procedure manuals? That looked at how human resource management framework was managed. The companies have the organizational structure where senior managers, manager and employees were engaged in different jobs utilizing different skills and professions. The way of planning operations was always normal among executives as it was done by senior managers. Senior managers crafted the policy and procedure and operations manuals and kept them as official documents in their cabinets. They discriminate use of human resources regulations and policies to solve workplace problems. These documents contains information concerning daily job processes and how some jobs were supposed to be done. Employees had no access to the human resource policies, procedures and operations manuals. They worked through word of mouth, do this and do that at the workplace. Series of applications remained with senior management. Employees worked like slaves in some companies. Senior managers made policy and procedure and operations manuals for the companies and sent the documents to the board of directors for approval. They did not involve the employees to contribute by providing new ideas found at the ground floor to improve the quality of work performance and quality of goods and services. Their knowledge

was required to give suggestions. When the board of directors approved the documents, they were sent back to the senior managers. Senior managers tell the employees what to do and how to do the job verbally. It is a word of verbal instruction and employees just remember to perform better at the workplace. The mistakes made by employees were due to lack of knowledge and that results in severe penalties imposed on the employees as punishment were common and disturbs the performance of the employees. Transparency of human resource policy and procedure is only found at the top controlled by the senior managers and the board of directors. This leaves the companies in a compromised position at all the workplaces by not making the policy and procedure and operations manuals available at the workplace. The implementation of the legal document by the whole company became a habit which was difficult to defuse among the senior managers. Employees were told to observe the requirements of the company activities as per order of the day from their seniors and were given chances to make simple decision at workplace.

Some companies organize business strategic plans at the top level simultaneously senior managers developed human resource policy and procedure and codes of conduct and ethics without involving employees and yet the employees were the workers on the shop floor to perform the functions of the company physically and theoretically. Policies and procedure manuals should be discussed by line managers and employees to pass business information to management. The development and implementation of the regulations and policies improved human resources administrative practices at the workplace. Employees should sign the official secrets policy document of the companies to safe guard the employees and senior managers on the company's official secret information leakages. As per concept maps found in chapter 4, the employees were not involved in the companies' activities causing poor performance at workplace. The theoretical framework in this study can added more value influenced by other authors where Herzberg's factor theories towards human motivation was found to be happy

working in companies. Welfare of employees was found linked to the companies' policy and procedure manuals indicating working conditions which brought assurance of their future to be comfortable when they got to retirement age. Work satisfaction was one factor and recognition is another factor at workplace, increasing employee motivation added by transparency communication among the whole companies' business activities. Top managers enjoyed recruiting well qualified managers and employees to work in their companies under oppressed conditions of work (Towers Perrin, 2005: 8) wherein the same author identified the listed contributors to employee engagement; - (a) management's interest towards employees' well – being, (b) able to tackle challenging work, (c) sharing decision making authority, (d) provision of evidence based on the companies' focus on customer care, (e) provision of career advancement opportunities, (f) The companies' good reputation as a good employer and companies' goodwill. It was recognized that successful organizations showed the employees the importance of their roles and team spirit of supporting each other at the workplace under different economic environments affecting the state and its population requiring good services.

The leadership styles affected the production of goods and services and hence each company was required by laws of the state to rely on the human resource policy and procedure manuals as the best tools to guide managers and employees at the workplace. It was a hidden fact in the minds of all employed personnel that peace of mind was the best policeman of people at work, at home, church and even walking or driving a vehicle. Knowledge of what you are supposed to and how you do it remains powerful in everyday life. Top managers should pass knowledge found in the human resource framework as is found in the companies' strategic plans to all the departments, sections and sub sections. In this way, human resource policies and employee engagement shall assist the production of quality services, products and goods. Most issues of mistrust, dysfunctional systems in companies will just disappear on medium level of measurement. It is only important for the companies to use transparent human resource policy.

2. 3. Theoretical Framework

The study will be theoretically informed by Kahn's (1990). theory of employee engagement. Furthermore, Kahn was one of the pioneering scholars to define the idea of employee engagement. He distinguished between the physical, cognitive, and emotional elements of employee engagement in his research. It is important to note that these can be maintained through interactions between managers and their staff as a result of thoughtful human resource policies and procedures. The model investigated the factors that influence employee engagement or disengagement at work. In this instance, the researcher argues that the conditions associated with human resource policies and procedures are what cause workers to completely engage. According to Kahn, there are three psychological circumstances that promote engagement:

- **Meaningfulness:** which answers the question that do employees find their work meaningful. It is where the workforce finds a meaning in the jobs they perform at work.
- **Safety:** Does the employee feel safe to express opinions at work without the risk of negative consequences? This is where workers find themselves well positioned at work.
- **Availability:** Does the employee feel mentally and physically able to harness their full self at this moment? Workers psychologically belong to a company with good rules.

The approach questioned—and continues to question—the prevalent notions in business at the time that employee engagement was based on what they thought about their jobs. Kahn provided an example of the cost of disengagement: workers doing just enough to keep their jobs while devoting no mental or emotional resources to their work. According to Khan,

workers only put forth more effort when they feel comfortable being authentically mind themselves at work. This is the guiding theory for the research, and it is directly related to the existence of human resource many regulations which are used to improve work performance.

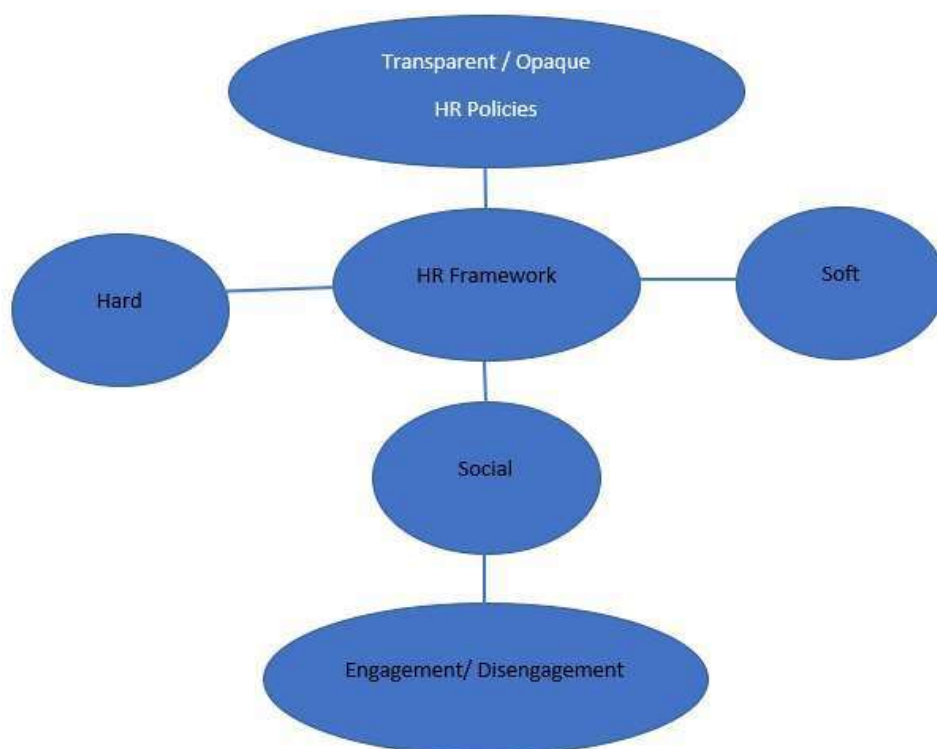
It was the theoretical information which built background of business entity. The theoretical framework built theories to support and cover the topic researched by way of providing the background information used to match theories to the research topic. Within the employee engagement Kahn identified 3 dimensions in which employee engagement is measured contributed to this research study, are (a) Physical and mental, where you find increased feelings of confidence on jobs being performed by workers at the workplace. (b) Cognitive, where employees need to know the vision and strategies they need to deliver to contribute to the companies. Effective, workers having emotional engagement workers feel effective relationship with their employer.” It is a positive relationship will require the parastatals to learn good ways of giving employees sense of belonging at work, encouraging employees to trust and buy in the values of being engaged. One of the good ways of measuring performance is to survey employees at work and ask them questions about job satisfaction, motivation, and commitment to the company in different organizations they are working.

The research study had a fallback position where ethnology which required clarity on the research topic added value to companies’ products. The researchers were confronted with challenges of defining the literature written by different authors to clarify issues of research topic. In inferences, the conceptual framework represents a clear summary of the literature review of the research study. It provides the proof of qualitative research method and design as per the requirements of social science perspectives. The proposed research topic and the way literature from other authors have addressed the issues in the same topic in support and or oppose the general research study and its style and knowledge confirmation utilized by the researcher in the procedure and processes of finding reasonable justification needed in line with

the companies' strategic plans goals, objectives and aims. The idea of knowledge was pointed out by Locke, Spirduso and Silverman, (1993: 48). in that, it is "in any active area of inquiry the current knowledge base is not the library – it is in the invisible college of informal associations among research workers." Sometimes researchers differ in research goals. The aim of researchers are always to find better solutions on different research topics and case studies found in companies and organizations' business activities settings and human resource management framework operates at all levels of the departments, sections which are found producing required goods and services.

It is the performance of workers affected by management style see Diagram 1 below.

Framework in diagram 1.



In summary the researcher argues that the presence of either opaque or transparent human resource policies and practices typify the adoption of either hard human resource or Soft human resource. Hard human resource suggest that focus is not on people welfare or engagement but

the outcome they will produce. Soft human resource suggest that company can be people centred treating employees as assets and not liabilities. This communicates or speaks to the employees as social individuals. As a result the engagement or disengagement can manifests itself. This has to be addressed by finding the solutions set to share with the employees.

This researcher argues that the regulation and implementation of policies that safeguarded both the economic and social security had to be considered by policy makers especially within the employment and human relations. The human resources framework in this study constituted the social, transparent and opaque policies, soft and hard human resources management at the workplace. Effective enforcement of these policies and procedures were found in leadership which used soft human management at work which was aligned to transparent human resource policy and procedure, hard human resource management at work aligned to opaque human resource policy and procedure, social with the welfare of employees. However how employees were treated had a bearing on many factors including how happy they were in their jobs. Harzing and Ruysseveldt, (2004). pointed out that hard and soft approach theories attempted to explain how employees can be treated and within the Soft approach, employees were treated as valued assets who are capable of development, trust and collaboration. Hargreaves viewed hard human resources management mostly concentrated on policies, systems and activities linked with the business strategy, it mainly emphasis on cost reducing measures as opposed to viewing employees as entirely an investment. More over Hard human resources management views human resources as a tool for meeting the management needs with less emphasis in developing the employee. From a different perspective Darren, (2007). argued that “it is by understanding the organisation per say that any figures of employees’ satisfaction which increased by the way the companies were performing may result in increased asymmetrical power relations between employees”. However a limitation to Darren ideology is that he does not elaborate on what he means by “understanding the organisation”. Thus this paper suggest

that it was the understanding of the organisation strategic goals that helps employees feel part and parcel of the decision making and thus makes it likely for the hard approach to be more accepted by them. This research study also argued that both approaches were interpreted and experienced differently by employees and arguably their implementation had an impact on the employee relationship with the organisation. Issues such as diversity and equality became a central point in the management of human capital as a diverse workforce arguably implied diverse needs of the organizations and the employees. However, there were different philosophical arguments as stated above which can be that of thinking in different ways by researchers. They produce different mixed ideas to solve the issues on human resource matters depending on how the researcher finds information based philosophical minds associated with interpretation and understanding of the same information put together as opposed to only looking at causal relations. In this case philosophy from the understanding of showing thinking capacity had a result of the way people consider different issues affecting companies' law, regulations, rules and policies using their positions causing behaviour change. They used their philosophical language causing bad behaviours and attitudes among employees. Senior managers in preparation of companies' laws rules and regulations, policies and manuals do not consider the theories and practise the experienced but push for their own interest to force worker perform different jobs. That issue of human resource policy and procedure manuals were meant to guide the employees at work place, its source was on qualitative research approach a social science. Sanders et al., (2008) and Remenyi et al., (1998). identified "social constructionism as a term coined in understanding the subjective meaning that motivate to do or act in a way they do." It was the behaviours were not only produced through social interactions but were constantly changing. Although in a way positivism seeks to understand underlying factors by identifying general rules governing behaviours and their outcomes, it ignores the motives and processes, and only focused on laws and correlations. However, social

construction goes a step further by seeking for meaning or motives and can be applied to positivism. When researchers want to understand for example the motive or meaning behind any law or rule thereof made by former that all derivatives of the studied social science behaviours This way of thinking is self – defined as interpretivist and that's (Sanders, et al. (2003) identified study as having to understand subjective reality those being studied as opposed to only looking at casual relations. In this line of thinking, human resource management policies and procedures and employee engagement researched the philosophical which deals with the thinking of employees at work and their outcomes governed by those laws of the companies are at its baseline. The development of theories was directed to impart on transparent human resource policy and procedure manuals on employee engagement to a greater extend had various theories. These are like social theory, management theory, organizational theory, performance theory which encourage employee motivation linked feedback between employee and managers at work. In that way, the social science technique used to analyse the information found can be lost. Human resources management culminates to the use of human resource policy and procedure on employee engagement researched considered the philosophical which deals with the thinking of employees at work and their outcomes governed by the laws of the companies at its baseline. The development of theses was directed to the impact of transparent human resource policy and procedure manuals on employee engagement to a greater extend had various theories. Like the social exchange theory, management theory, organizational theory, performance theory which encourage employees' innovation and linked feedback between employees and managers at the workplace. In the Business - Human Resources and Management, New Findings from SOAS University of London, (2019: 571), It is stated that, “increases of impact of transparent human resource policy and procedure manuals on employee engagement was also increased” where there was effective communication among the employees. Management theory covered most of the

aspects required to explain the theoretical framework and methodology to clearly explain research. According to Lederman et al, (2015). in his article is originating of “what is the problem? How is your approach to the problem solving and answering the question?” This was the root of the general knowledge and understanding of the main topic existed within the theoretical framework of business administration, Hennery Fayol, from 1841 – 1925 utilized classical management theory setting as the functions and activities of the business organizations. The provision of theory by Hennery drove towards the theoretical framework in producing the organizational practice and management styles which had assisted in writing the project research study. The research followed the literature found in the qualitative paradigms or wings of business administration found through tests. This was vulnerable to how theoretical framework is defined in driving qualitative ethnography, as a structure that guides research by relying on theory constructed by using an established coherent explanation of certain phenomena and its relationships.” On showing impact of transparent human resource policy and procedure on employee engagement, theoretical framework gave a good guideline and presentation of most of the concepts, variables and relationships in a situation where the whole organization continued to show transparency on the use of policy and procedure on employee engagement. The whole organization had to know the strategic plans containing the information concerning the business activities being utilized to achieve objectives and goals of the companies. Senior managers who had the workforce at heart explained the real workplace functions, i.e. how to maintain and repair different vehicles using operations manuals. How to source spare parts for a variate of all types of vehicle models and makes. That made employees to understand all the processes of the workshop records assisting and guiding employees on their performances of duty and so on. The meaning was supported by many researchers among them (Jaba, 2009: 49 – 62). where it was clear that when they stated that, “guideline from the conceptual framework was referred to models or measurable quantities used after

quantifications.” Without good preparation to commence a project, the entire dissertation or inquiry would not be successfully proceed based on no clear background of the foundation or covered by plans to be followed by the researcher. This clear background counted even on the use of transparent policy and procedure on employee engagement in companies with a correct and visible theoretical framework with sound well prepared planning stage forecasting on objectives and goals of companies. The problems noticed in the research topic were that of some companies not having human resource policy and procedure making employee engagement in the business activities impossible and some companies had human resource policy and procedure and operations manuals kept by top managers and not disseminated downwards to the workshops. The information covering strategic plans was not communicated to the operations ground and the issue of employee engagement was known by top managers. Hiding human capital tools and instruments had always affected junior employees at the workplace. These limitations were the problems found among the employees hampering the provision of products. There was need to conduct a research transparent policy and procedure to establish findings. This had an advantage to the employees for understanding on what they were supposed to do at the workplace and how they would perform the work allocated to them by the companies’ top managers, senior managers, managers and their supervisors. The benefits to employees were building of new skills, commitment to work, psychological belonging to the company’s total employee engaged on production of quality goods and services. Reliability and honest at the workplace resulting in reduced cases of indiscipline. The relationship in the organization contributed to the employee engagement and is admired by the companies’ internal and external customers and the publics. This had to contribute to companies’ market.

Some companies in Zimbabwe and most likely others on the global arena net – work would show centre of business activities and planning by way of employee commitment found on work performance simultaneously engaging employees on the operations in all sectors of

organizations. The companies were well positioned with a view of togetherness which brought honesty and reliability at workplace. Theoretical framework was the blueprint to show meaning of where you are coming from and where you are going and where you are to end in this dissertation. As suggested by Merriam (2001). who stated that, “it was the researcher’s lens with which to view the world.” The companies’ obligation would be to work together with employees who knew where to start the jobs, where to easily get correct information using it in the organizational rules and operations manuals at their workplaces. This should be found in the process theory where each employee had a mandate to achieve company goals at the right time. The companies had to align theoretical and practical knowledge found in the human capital to achieve results.

The theoretical framework based on the organizational effectiveness should be shown in the companies conforming to the operational policies and procedures and manuals (Whadhwa et al, 2018: 10 – 24). The research framework should have deeds and thoughtful understanding of your problem, significance and research questions. The blueprint by Grant (2014) showed a theoretical framework backed by particular theories telling a story about the structure, the structure of the dissertation addressing the will of philosophy, epistemology and be directed to good research methods. These showed a convincing strong approach to the covered theoretical framework that influenced the reader of the dissertation to keep on enjoying the contents of the thesis. The comments of the thesis are from credible sources which has been selected carefully.

2. 5. 0. Dissertation Literature Structure.

As it was the current experience and literature review contributing to the design of the themes and or topics of the dissertation which came out of the topic as planned on the research and found the substantive cause of investigations. The information and its findings had to be based on theoretical and experience of what was physically seen and read from other authors. The designs and themes/sub topics had to be followed or originated from the main topic based on

social science research topic. The background of the selected topic emanated from some companies in Zimbabwe which segregated the flow of business information among top managers, senior manager and employees. This was found on shared valuable information covering organizational strategic plans and its implementations to add the organizational effectiveness. Lack of communication among teams and groups provided no employee engagement on business activities. The topic followed a structured literature review and remained within the social science qualitative Meta – analysis (Sandelowski and Barroso, 2003: 227) found in Onwuegbuzie, Leech, and Collins, 2012). It was the researchers' ambition to arrange the Themes and sub topics aligned to the research study and the list is shown below:

2. 5. 1. Theme/Sub Tops.

Theme / Sub Topic: Purpose of Transparent Rules, Human Resource Policies and laws.

Theme / Sub Topic: Employee engagement.

Sub / Topic: Human Resource Policies and Procedures and Employee Reactions.

Theme / Sub Topic: Research gap and Research Problem

Having considered the sub topics above the researcher continued with the research study.

2.5. 2. Purpose of Transparent Rules, Human Resource Policies and laws.

The companies' leadership utilizing transparent human resources communication channels had a conceptual model of a central employee engagement supported by sound companies laws, rules, regulations, policies, manuals assisting on performance circle. Hodges, (2011). stated that, "Human resources policies are a significant coloration around psychology cap on good performance of work." Furthermore, it is understood that in companies where the worker feel that she has capability to do her job in a good mood she becomes happy, Keen to keep on working hard and be retained and get the respect supposed to be performed at the workplace. This showed that in companies with transparent human resource management, they found it easy to have human capital committed to effectively and efficiently perform their duties. These companies were in better position to produce quality products and services among other

competitors. Innovation counts as one critical element which allows an entity to keep sustain during the right competition” in the industry. Companies concentrating on the business as usual turned to be business as unusual if the employee engagement was always ignored by senior managers. It was safe to say creativity services shared leads to the provision of impact on employee engagement. According to many authors Gill 2007, Hodges 2010, Kadiresan, V., Selamat, M.H., Selladurai, S., Ramendran SPR, C., and Mohamed, 2015, who said “flexible with urgent reviews to cater for best talents should be noticed at recruitment time in companies?” Employees needed to be recognized in their initiative assignments in all business activities at the workplace. The companies’ leadership with human capital strategic plans were seen to attract customers because of the goods and services provision meeting the international market standards based on good business ethics accepted by the public. In this dilemma, Jessica et al., (2020) found that there are recent creative business factors of “the relation between human capital management practices, psychological capital, employee engagement and employee performance” which collaret the successful business activities in all sectors of the companies. The success of the companies was supported by the employees in harmonious attitudes found at the workplace. The sharing of different tasks and rotational work variables showed the integration of the flow in the business activities. Bakker et al., (2011: 4 - 28). stated that, this should be supported by “psychological capital consisting of desirable personal attitudes, while engagement was a substantial predictor of employee performance.” Employees utilized physical and mental power to carry out their daily different jobs at the workplace and their knowledge should not be undermined by senior managers at the work. Some companies in Zimbabwe had their employees with good skills, academic background and experience in different fields of work coupled with ability to perform work with minimum supervision. This was found only if employees were given latitude and exposure to the business plans and sound human resource management plans assisted by performance appraisals (Gupta, and Kumar.,

2012: 61 - 78). The companies with good appraisal systems assessing the performance of individual employee with established transparent information on assessment between the worker and his/her supervisor. The two will remain trusting each other for a full year and each will try by all means to satisfy the needs of the objectives of the company. Employee performance and employee engagement had to be in the same chain of improving the companies' strategic plans. Some of the literature on employee engagement added value if properly implemented on companies in Zimbabwe through financial performance which had the influence of organizational success (Bates, 2004, Baumruk, 2004, Harter et al., 2002, and Richman, 2006). Some companies in Zimbabwe should be responsible and rely on communicating the business strategic plans to the employees at the workplace. This shall cover the gaps of communication between senior managers on how they view work related literature and disseminated useful information to the workforce at the workplace. Workers using operation manuals and human resource procedures can perform the jobs diligently with confidence. The issues of transparency are associated with locality to jobs having able to work without supervision from senior and junior managers. This is where issue of human resource policies and employee engagement have the same fit on employee performance. The use and purpose of these regulatory frameworks are recognized in some companies.

2.5.3 Purpose of Opaque law Human Resource Policies and Procedures

The companies without organized operational framework had a problem of communicating with employees at the workplace. Some companies in Zimbabwe had strategic plans centred at senior management level and kept policies as official secret documents. Operational manuals meant to guide employees on how to maintain and repair vehicle fleets and equipment, were not made available at the workplace and other documents providing a lead to solve a bad production problem. Salsa, Filipescu, Horga, Ortan, and Fischmann (2012: 11). found that “nonphysical forms of workplace mistreatment such as abusive supervision, undermining and

ostracism in senior managers affected mental psychological fitness of junior employees.” Senior managers’ not sharing business strategic plans with employees had a course of concern in some companies in Zimbabwe. You find these companies struggling to survive due to poor organizational behaviours and mostly engagement to work, employee performance ignoring employee engagement and worker engagement. Where there was no transparent human resource engagement the company moved towards liquidation. In such instances one find “egregious type of mistreatment from the supervisor who abused a worker who had received attention due to its heavy cost to organizations’ production through absenteeism, health costs (Pamela, Perrewe, Jonathon, Halbessleben and Christopher Rosen, 2015: 168). The poor handling of misconduct cases by senior supervisors was a cause of consent. With opaque human resources, employees failed to perform their duties as was required by the standards of business environment. Some managers of the companies forgot that employee engagement in its true sense deal with individuals who made full use of their cognitive resources and physical resources to perform different roles which were related to the business activities. (Xu, Jessica Helena Cooper Thomas, 2011: 399 – 416). With this literature review framework, employees with opaque human resource did not share their best skills, academic proficiency and experience with the companies they belonged to in most of the roles they partook. Employee engagement was the extent to which employees were motivated to contribute to organizational success, and were willing to apply their effort to accomplish tasks which were important to the achievement of the organizational goals (Hester Nienaber and Nico Martins, 2016: 11). The effect of discontentment happened to strongly affect the employees. Jessica Helena Cooper Thomas, (2011: 399 – 416) penned that, “employees who were staved in information delivery suffered effects of health stress.” Luthan, (2002: 57 – 72). discovered that, “employees who were engaged in their work had effective connection with their duties.” Some companies in Zimbabwe did not even have the requisite documents to lead workers at work. They just

performed work utilizing verbal communication between senior managers and employees. The abilities to perform but no documented literature to refer to in the processes and senior managers just engaged performance. Khan, (1990: 694). stated that, “engaged employees are fully present and draw on their whole selves in an integrated and focused manner to promote their role performance.” The employee engagement depended on who considered human capital as the best tool to engage rather than engage performance forgetting who should carry out the jobs. In other authors with similar research study, to a greater extent concluded that supportive supervisor behaviour facilitates engagement (Baker et al., 2007, Kahn, 1990, May et al., 2004 and Saks, 2006). It was considered that employee engagement could be improved by senior managers who made available to the employees’ human resource policies and procedure manuals at the workplace. Individual performance in the companies could be simply noticed by his/her supervisor.

2.5.4 Human resource Policies and Procedures in some Companies.

The companies were created to produce products and services which can last for long – term periods. Erik Mel lander, (2014: 24). stated that, “transparent human resource policies and procedures drove high performance work systems in companies.” Operations of the companies with transparency in organizational performance and business activities aligned to different jobs achieved the best results of quality goods and services. Management talents were shown through employee connections, tolerance of companies’ performance. In this study managers and employees with companies with transparent human resource policies and procedure manuals had chances of having good performance. Like driving a car on a slippery road some companies disregarded human capital and referred to them as the best tools and instruments used for production of goods and services without exposure to companies, rules and regulations. Kyriazoglou, (2012: 234). commented that, “transparency using organizational theory at the workplace should conform to organizational needs and business’s strategic

management processes.” Researchers’ mind sets were attached to the building of resounding findings from the desired research study. Looking at this twenty first century and discoursing top managers without curtesy for human capital’s knowledge, skill and proficiency at workplace, appeared to be absurd in the face of developed and developing nations. Top managers of companies should rely on transparent human resource policies and procedure manuals backing the position of the companies’ strategies which effectively increased organizational performance (Guest 2011, Lawler 2005, Ulrich, Younger and Brock Bank, 2018). The companies negated their profound diligence of providing quality goods due greediness and looked at attractive net profit at the end of each month. They should apply democratic approach and allow employees to perform their destined jobs according to well-prepared documents of the companies. The information should be providing a good picture of the companies’ activities. It was however anticipated that some companies on the global arena including those investigated in Zimbabwe considered human aspirations and effective change to human capital controls found at this party of the world to be improved. It was of good gesture that transmission of business information and its framework guided the employees towards their performance. As envisaged in the findings, information on the organizational strategic plans stipulating specific jobs should be found at the workplace among the employees, managers, senior managers and top managers as leaders in the companies. Transparency of detailed operations manuals be part of the employees working tools and used their knowledge to control human capital’s performances and increased their theoretical skills. Researchers believed that the only way to improve companies’ performance should be found where there was unit of purpose among the whole group wherein the source of strategic management and controls and measurement of organizational performance could be derived from source. Those tools and instruments in form of policies and procedures provided checks and controls on business management positions by improving human capital administrative and mechanical

practices. As found, the Zimbabwe government published the Labour Act, chapter 28 of 2008 to improve the workplace by assisting managers and human resource managers explain the refined statute law of Zimbabwe. These laws were not shared among employees and operations managers in some companies in Zimbabwe and hence employees were expected to produce the best services and products. It was with great surprise to find such undesirable decision made by managers with companies with opaque human resource policy and procedure manuals. The research study showed that employees who did not even have good knowledge to effect business administrative practices to produce quality goods and services still remained holding key positions. Time limits on some jobs was found to either increased the volume of work load or reduced it depending on the calibre of the workers' performance and the availability of operational tools. Managers and senior manager and shareholders' intentions were to produce and market their products and services willingly avoiding employees and their supervisors. In actual fact it was discovered that human resource policies and procedures were there to solve workplace problems which were important and accommodated harmony in the companies' operations. The impact of human resource policies and procedures were shown by other companies as engineering the commitment of employees in all sectors of the organizations. It was further considered as a comfortable tool building human resource relationships. Companies could always afford to be productive with good returns out of the least inputs used as expenditure to produce goods and services. The failure to have legal companies' documents at the workplace in organizations affected performance at all levels of jobs due to bad organizational behaviours, and attitudes of employees. The employees could be rotated to different sections without notice unlike on the transparent policies and procedures. One could find that management and leadership styles found among some companies left a lot to be desired by the ordinary person. Workers received the least respect from top managers. The research investigations' intention showed an interest on how the companies in Zimbabwe

handled the issues of human capital involvement in the use of human resource policies and procedure manuals including its impact on transparency using organizational theory at the workplace. How this should resemble ideas conforming to organizational needs. Business strategic management processes linked to a greater extent on involvement of human capital using human resource policies and procedures in all business activities. Our minds build the foundation of companies. Looking at twenty first century and finding that some companies had no cutesy for human capital's knowledge, skill and proficiency at workplace appearing to intersect in organizational development. The companies should rely on human resource policies and procedures to install the sense of cost – cutting in companies based on knowledge theory and skill theory. Many authors with the same opinion are Guest, 2011, Lawler, 2005, Ulrich, Younger, and Brock Bank, 2018, who noticed that, “company's regulatory frameworks in organizations were immensely backing the positioning of companies' strategies and effectively increased organizational performance.” The employees should perform their destined jobs according to well-prepared human resource policies, operations manuals and procedures providing a good picture of companies' activities. Some companies on the global arena had human resource policies and procedures to effect human capital controls but there were some companies found at this part of the world where these human resource policies and procedures were not disseminated downwards to employees at the workplace. It was good hope that policy and procedure and operational manuals provided framework guiding the employees to perform different duties in the companies. Transparent human resource policies and procedures should be found at the workplace among the employees and senior managers. Senior managers found in some companies in Zimbabwe kept human resource policies and procedures locked in their official cabinets as confidential information and used their own knowledge to control human capital. The only way to improve the companies' performance was found in the human capital who were committed to work loyal to the organizations

following the impact of transparent human resource policies and procedures. In the same forum of events the source of strategic management and controls and measurement of organizational performance could be derived from regulatory frameworks of the companies. These important instruments and tools provide checks and controls on business management positioning and improving human capital administrative and mechanical practices. The Zimbabwe government published the Labor Act, chapter 28 of 2003 to assist managers and human resource professionals to explain the refined statute law of Zimbabwe. These laws are not shared among with employees and operations managers in some companies in Zimbabwe hence employees are expected to deliver the best services and products. It was surprising because human resource policies and procedures position companies' most efficient and operatives utilizing employees' knowledge, skills and abilities. According to Catherine Frost, (2013). "the relationship between human resource management policies, and job satisfaction," has power on giving high production of goods and services in companies.

The study showed that some companies in Zimbabwe did not even have human resource policies and procedures to effect human resource business administrative practices and enhance productivity. The purpose of having human resource policy and procedure was to show how the companies' strategic planning was implemented following the objectives and goals meeting specific targets and subsequent time limits on sharing the corrected companies 'tools (Misun, et al., 2019: 23-37). This was the way to avoid having opaque policies and creating transparency by way of human resource policies and procedures in organizations. Senior managers and shareholders' intentions were to produce and market their services and products willingly avoiding employee involvement. Human resource policies and procedures inform and advice human capital on issues that brings any success on their work (Ophillia Ledimo and Nico Martins, 2018: 95). Problem of accommodating procedures that may not overcome the problems of human resources' way of thinking can be found. This was overridden and showed

the impact of human resource policies and procedures by way of engineering the attractive tool. Administering human resource could have a simple of having comfortable human resource relations. Companies could afford to provide good returns coming out of the least inputs used to produce products and services. Failure to have legal policies and procedures and manuals used at workplace in companies affect performance at all levels of job organization and organization behaviours and attitudes of employees. Senior managers may rotate employees randomly without utilizing administrative systems found in the human resource policies and procedures. According to other authors who studied similar topics issues affecting the human capital found that human resource policies and procedures observed that companies should have laws and regulation governing business activities at the workplace. Even though transparent human resource policies and procedures assisted the operations of the companies' transparent regulatory framework (OECD Investment Policy Reviews suppl. PDR; 2017). the document described human resource policy and procedure manuals authenticating the effectiveness communicating business activities among senior managers, managers and employees at the workplace and facilities employee welfare. Management talents were shown through employee connections, commitment on companies' performance and reliable to continue working (Hardin-Bartley and Sharonica LaTrease 2014). This guided employees on operations at the workplace based on the following:

- Commitment on different jobs.
- Reliable on executing company strategies.
- Showing talents and skills on tackling company objectives and goals.
- Psychological attachment to the companies.
- Marketing the products and services of the company.
- Able to respond on companies queries coming out of organizational challenges.
- Provide feedback on tasks and jobs based on organizational performance.

- Share the accountability on good and bad issues coming out of the workplace.
- Above all employee motivation becomes the source of quality products and services.

On the companies showing the impact of transparent human resource policies and procedures, there were good regulatory frameworks to support the human resource practice, policies and procedure manuals at the workplace (OECD Investments Policy Reviews, supply. Lao PDR; 2017). Policies and procedure manuals inclusively gave effective communication within the companies and to their customers. The companies with transparent human resource policies and procedures and records keeping had impact on transparent human resource policies and procedures which supported effective organizational performance in the companies. Williams van Rooiji, (2012). penned that, “changing workforce demographics had highlighted the need to provide training and development opportunities for old workers.” The companies not in possession of human capital tools may fall in the same predicament of failing to grow. These companies had the chances of business strategic planning and in that they failed to consider human capital. Human resource framework contributed to the quality goods and services found in the companies on demand and supply perspectives by the customers who were there to compare prices and quality of the products. These products must have the market value on first sight of need. This is where the companies show the best advantage on the production of different goods, products and services. The companies’ leadership utilizing transparent human resources communication channels had conceptual model. Jessica Wistasaru and Gustomo (2020: 1- 15) found, a “central employee engagement supported by sound human capital management, psychological capital and employee performance circle.” Workforce in different departments diligently managed to perform duties. Hodges (2011), penned that a significant coloration around psychology cap on engagement and performance.” Furthermore, it was understood that in companies where and when an individual feel that he/she had sufficient capability to complete his/her work in a positive physiological state, he/she would be more

dedicated to be absorbed and keen in fulfilling the respective responsibilities supposed to be performed at the workplace. This showed that in companies with transparent human resource management, they found it easy to have human capital committed to effectively and efficiently perform their duties. These companies were in better position to produce quality products and services among other competitors. Giannopoulou, Grtszkiewicz and Balladeer, (2014: 23 - 44), penned that, “Innovation counts as one critical element which allows an entity to keep sustenance during the right competition” in the industry. Companies concentrating on the business as usual turned to be business as unusual if the employee’s engagement was always ignored by senior managers. It was safe to say creativity services should lead to the provision of impact on employee engagement. The way forward looked “flexible with urgent reviews to cater for the best talents and be noticed at recruited time” (Gill, 2007, Hodges 2010, Kadiresan. Selamant, M.H., Selladurai, Ramendran SPR and Mohamed, 2015). Employees need to be recognized in their initiative assignments in all business activities at the workplace. It is the psychological mind set which put the physical stamina on employee performance in the organizations simultaneously increasing the companies’ output of quality goods and services per quarter.

The companies’ leadership with human capital strategic plans were seen to attract customers because of the goods and services provision meeting the international marketing standards. This was based on good business ethics accepted by the public. In this dilemma, Jessica et al, (2020) found that there were recent creative business factors of the relation between human capital management practices, psychological capital, employee engagement and employee performance” which collaret the successful business activities in all sectors of the policy research study. The success of the companies were supported by the employee working in harmony with good attitudes found in them at the workplace. The sharing of different tasks and rotational work variables showed the integration of the follow in the business activities. Bakker

et al., (2011: 4 – 28). stated that, this should be supported by psychological capital consisting of desirable personal attitudes, while engagement was a substantial predictor of employee performance.” Employees utilized physical and mental power to carry out their daily different jobs at the workplace and their knowledge could not be undermined by senior managers at workplace. Employee with good skills, academic background and experience in different fields of work coupled with ability to perform work with minimum supervision produced quality products. This was found only “if employees were given latitude and exposure to the business plans and sound human resources management plans by performance appraisals. Furthermore, Guba et al., (2012). stated that “with good appraisals system assessing the performance of individual employee following established transparent information on assessment between the worker and his/her supervisor improved organizational performance.” The two will remain trusting each other for a full year and each will try by all means to satisfy the needs of the objectives of the company. Employee performance on employee engagement had to be in the same chain of improving the companies’ strategic plans.” Some of the literature on employee engagement add value if properly implemented by supervisor through financial performance which has the impact of organizational success” (Bates, 2004, Baumuk, 2004, Harter et al., 2002 and Richman, 2006). Researchers should be responsible and rely on information communication found on business strategic plans to achieve solutions. This covered the gaps of communication between senior managers “on how they view work related literature and disseminated useful information to the workforce at the workplace. Workers using operation manual and human resource procedures can perform the jobs diligently with confidence. Human resource policies and human resource practices gave companies chances of having employee engagement. Transparent policies and procedures manuals contribute companies’ high production of quality goods and services. The effects of employee learning, knowledge and skills benefits and satisfy employees’ performance.

Human resource practises applied in organizations with transparency sustains a variate of sets of values on the employees such as payment of bonus to higher performers, luxury vehicles to senior managers, allowances to employees, high commitment (Van de Voorde, et al., 2012: 319 – 407, and Pfeffer, 1998: 96 – 124). In such instances employee were committed to their jobs and found to be part of the companies' business organizational operations team recruited to provide services and goods which increased inflows of business's financial resources per year. However, the issues of consistence in the business need to be pressured by top managers.

2.5.5 Impact of Transparent Human Resource Policies and Procedures in Companies.

Human error in most cases originated from lack of knowledge gained from training and development found mostly on recruitment and selection policy and procedure and processes. The companies with well to do employees based production of companies on human capital with the best talents. Human error degenerated to high costs found in companies losing billions of dollars through poor performance coupled with not following human resource policies and procedure systems. Quin, Antony, (2019). stated that, "Special skills, ability to use tools, machines and systems help tasks and jobs to be properly performed at workplace." This idea led to employee confidence theory and confidence leads to employee's ability to tackle most problems with good results. Imagine when you were on board of a plane, your mind trusted on the ability of the pilot to reach the destination. There were sets of policies and procedures helping the human capital performance to follow the right directions and routes up to a designated country of arrival. Policies and procedure manuals reduced the operations errors and provided the impact of transparent human resource policies and procedures in most companies in the business industry. Having access to the knowledge of what the companies' strategic objectives and goals led to commitment, and the training and development of employees in companies aimed to achieve at the end of each day. "That increased the competences and practical solutions" supported by (Ghorbani, Jafari and Sharifian, 2018,

Sheninger, 2014, Moyle 2005, Zakaro and Bader, 2003. And Fullan, 2001). These authors supported the use of human resources frameworks which were found to be the pillars of success in companies operating at any level of sustainable organizational activities. Where there was human resource policy and procedure employees were committed to work without supervisor and work could be found satisfactorily performed. “In companies performing very well, they accumulated perceptible capital from its financial resources,” (Lalovic, Gordana, Koman and Matjaz, 2018). Senior managers, managers, supervisors and employees were having good understanding and able to interpret the human resource policies and procedures, manuals at every stage of the organizational performance. Problems related to companies’ performance were noticed early before they escalated and production of goods and services continued at the same strength. The work was done according to the set clear standards found in the operations manuals, policies and procedures. Some of the fixed assets (movable and immovable) included buildings, equipment, machinery, dozers, heavy duty vehicles, land and these were “the source of financial inputs. Konaka (1991), Spender and Grant (1996) and Teece, (2000). Confirmed that, “special skills enable all the human capital to form the concept of knowledge based organization” Employees found this organizational business knowledge from human resource policies and procedure manuals. The importance of transparent human resource policies and employee engagement had also been mentioned in Hardin – Bartley et al, (2014) by other authors, Lawler, 2008, and Odden, 2001).(who noticed that “commitment attracted monitoring and supporting quality products and services in the organizations.” This was also shown by past training and development and experience attracting good performance among all the departments of the companies giving chances of producing quality goods and services with a high demand from the customers.

2. 5. 6. Analysis of Transparent Human resource Policies and Employee Engagement.

Many authors who studied the above topic had different opinions on business administration encompassing transparent human resource policies and procedures, Kyriazoglou, (2012). in his study noted that, “mostly the activities of human resource policy and procedure were based on strategic management processes and employee engagement which were a success.” Those documents contributed to the excellent organizational performance in companies. Business administration had many components including human resource policies and procedures used as one thing to control the organizational activities. The research study had components of qualitative methods and designs used to investigate the issues covered by the topic. The sample was expected to be taken from 5 selected companies in Zimbabwe with a population demographic of senior managers who distanced themselves from the interview meetings based on the reasons best known to them. They controlled the implementation of the companies’ laws and regulation. Managers who were from all companies expected to be involved in sourcing information and interviewed the following.

7 managers with companies with transparent human resource policies and procedures.

6 managers with companies with opaque human resource policies and procedures.

26 employees with companies with transparent human resource policies and procedures.

24 employees with companies with opaque human resource policies and procedures.

The outcome showed that companies without human resource policies and procedures and those with human resource policies and procedures were not making them available to employees and did not exhibit transparency at their workplaces. In both situations companies using human resource policies and procedures showed excellent performance at the workplace. A recommendation to introduce human capital systems were made to those who would read the research study. In relation to other studies by different authors following similar research

topics covering qualitative methods in social science business administration centred on qualities of human factors and investigations based “on setting in human resource policies showing omissions of human capital training and development programs which limited human resource activities in schools by not applying human resource policies and procedures.” The violation of organization’s strategic plans affected the employees at the workplace in schools and disturbed the running of organizations. A critical analysis by Sanyo showed that information sourced from different schools which build the research study were not useful. The far fetching conclusions were that people were fed up and tired of odd practices at the workplace using opaque regulations and policies. Top managers and senior managers did not have time to closely supervise the juniors. They concentrated on production of goods and services to make high profits using workers and paying the list wage for working human capital at the workplace. This had disrupted the business activities in companies leaving it reducing its worth. The portfolio of the human capital should be the in companies at all times at work.

2.5.7 Opaque Human Resource Policies and Procedures in some Companies.

Companies having no human resource policies and procedures or having them and not making them available to the employees at the workplace did not appreciate or consider the importance of human capital. One of the participants advised that chances of performance improvement, learning new skills through training and development were not found in their annual budgets. These companies relied on the human resource Consultants who were not exposed to organizational activities, not even exposed to companies’ strategic plans. Consultants developed their findings from theoretical information found from practical knowledge found in old workers of the companies. (Willmore, (2008: 33 – 46). found that “performance consultants are what we are, human performance exposed to human resource policy and procedure and operations manuals found in human resource management and good work was what employees seek.” Transparent human resource policies and procedures and employee

engagement gave the power on team spirit simultaneously building companies' activities and found the challenges of the organizations. Transparency reflected in the human resource policies and procedure manuals in different companies showed the corrective action to ensure effective and efficient performance" (Misun, Juraj, Hudakova, and Ivan, 2019: 23 – 37). The companies in Zimbabwe having opaque policies and procedures, manuals had showed depleted structures, unplanned retrenchments mostly affecting the junior employees, closure of other departments and sections and so on. High rate of disciplinary cases of misconducts which were time consuming, hindered production and employees received poor remunerations which affected their social welfare both at home and at work causing problems on worker performance. A frustrated people do not show their clear ability due to anger.

Based on the government and institutional legal framework in the business industry, the government provided the human resource policies and procedures manuals through corporate government for management to be enforcing transparency and accountability. It was not by ignorance to ignore the use of human resource policies and procedure manuals but for the reasons best known by management and the boards. Murombo (2016: 230 – 263). wrote in his article that, "understanding the reliance on non – state initiatives and the possibility of such initiatives shaping legal developments and policy reforms to promote transparency and accountability," caused problems which were best shown in some companies in Zimbabwe. In this study, top brass of some companies in Zimbabwe pretended as if there were no such documents like human resource policies and procedure manuals to facilitate organizational performance meant to guide employees and maintain checks and controls at the workplace. This was done to avoid the transparent human resource policies and procedures in a bid to excise unethical behaviours. Unethical behaviour caused performance of employees to be on bad state. Even though, some companies in Zimbabwe had the human resource policies and procedure manuals, they kept them locked in confidential cabinets avoiding employees' access

to the information and denied them knowledge to improve skills through exposure to companies' strategic plans. The fulfilment of compliance found in the human resource policies and laws and regulations were negated. Murombo, (2016). echoed that, "it is exploitation of resources" in the industry fraternity. Sharing of information with employees did not affect organizational performance but increased unit of purpose in some companies, at individuals, groups, company, and at national levels. The government of Zimbabwe introduced the labour Act, (2003) named Chapter 28: 01 to augment use of human resource policies and procedures aimed at improving reliable communication between top managers , managers and employees. Again this was given to support the rights of employees at workplace. In some companies this did not help employees as they remained isolated from accessing rules, laws, policies and procedure manuals in daily performance at the workplace. The organizations' behaviours and attitudes of senior managers continued to mistrust junior employees coupled with poor relationship between managers and workers prevailing caused by the reasons best known to them. In most cases or eventualities human resource executives should be in a better position to convince the senior managers by advising them importance of communicating human resource policies and procedure manuals to the operations managers as was representative of the important different departments. Managers are the heads of divisions in organizations and remain accountable on administrative issues. The issues of business activities could only be solved in companies by communication among the employees found in different companies investigated. Tan Cheng Yong, (2000: 32 – 39). encouraged the use of performance human resource strategies in learning. In this study, the companies are encouraged to train and develop employees in their organizations on the use and purpose of companies' regulatory frameworks. It was found that jobs could not be performed to the required standard by employees in companies which had no strategic plans communicated to the whole companies' employees. This state of affairs had a strong impact on the production of goods and services in different

companies which took little notice to the human resource management systems. You cannot send you messenger to deliver the parcel to client without giving her the correct address where you want the parcel to go and received by the right person, Knowledge leads the person to do the right thing at the right time and that service remains to be a good service to the employer.

It is employee commitment based on the knowledge and skills found in individual worker.

2.5.8 Communication Channels

Having the above scenarios, there was need to have proper communication channels from top managers on companies' rules, policies, and procedures bridging the communication gap between top managers and employees found at the workplace in all departments and sections in some companies. Top managers had two faces and a great zeal of having the best profits in their pockets forgetting that there was great need to connect with the employees who seriously toil to generate the quality goods and services for their prospective markets.

2.6 Employee Engagement.

The issue of employee engagement theory and leadership was found centred on the organizational systems in the transport industry and the international industry road map. Most companies were under good leadership with experience of putting companies in the favourable economic zone. The companies' strategic plans with clear objectives and goals put a fulfilment which affected the levels of employee engagement where transparency and opaqueness affected organizational performance. In some companies particularly in Zimbabwe industry performance deteriorated and affected other international business fields. Organizations had opaqueness found towards human capital and that showed bad behaviours, attitudes, characteristics caused by not sharing the companies' strategic plans. Human resource management outcomes and employee performance were affected. Some leaders did not have that zeal to consider the dimensions of employee engagement. Hester Neiber and Nico, (2018: 1682 -1702). stated that, "behaviours and attitudes towards employees caused occupational

diseases most noted was occupational stress, that spill over to their marriages.” Some of these companies in Zimbabwe usurp power from employees simultaneously failed to cater for employee welfare and their general upkeep. They practiced the enticement by using the oldest employment cultures. The engagement concept according to Khan, (1990: 692 – 724). “engagement is an integrated profound and purposeful use on an individual’s whole self in his/her role performance.” The research study discovered that companies having opaque employee engagement and human resource policies and procedures were still found in some companies. They looked at employees as best tools and instruments to produce goods and services as and when the employer required them to do so. The companies with transparency employee engagement smart approaches were found to include the employees in the company’s strategic plans at all the stages of the processes. According to Macey and Schneider, (2008: 3 – 30). “engagement is a disposition and cognition on emotions and behaviours in engagement.” In the same meaning, a psychological state of engagement which had affection and emotions were found in the companies in Zimbabwe. This was where the issue of transparency was to be effective or ineffective in controlling the objectives and the goals of different companies having human resource policy and procedure and using them at the workplace in companies.

Some companies had top managers who recognized all employees as human resources persons able to understand business activities. According to Anitha, (2014: 308 – 323). “Employee engagement was found to be an organized instrument to strive better competitive advantage over others.” The top managers put employees first in the companies’ business strategies as they all had the tools to enforce human resource management in the different organizations. Motivated employees were well engaged to their jobs and produced quality products and services under minimum supervision. That showed all types of production employees need to be free to decide. The simple decisions made at the ground working floor speed the production of urgent assignments. Workers performing duties in harmony have confidence.

The advantage of employee engagement in companies was to make sure that employees were committed to the business assignments on most of the time. The trust given by the top managers provided confidence to the workers and could perform the jobs with less supervision. This trust will improve the sense of belonging to the organization and work can be left to them without supervision and is found to be satisfactory done. Transparency on employee engagement is key to open the doors of prosperity. Good human resource management cement their relationships.

The research study of literature review on employee engagement in some companies forecasted on the impact of transparency on employee performance. The basis of employee engagement theory was mostly utilized to address the issues of human capital. Their leaders shared business information among themselves, however leader's behaviour, attitudes and characteristics towards employee affected the contribution of organizational success. In all situations on how opaque employee engagement and transparency of employee engagement showed leaders without employee engagement involvement at the workplace affecting employees' performance. Many authors sited companies with transparent employee engagement as having organizational success and accommodated best talents to be recruited" (Gill, 2007, Hogdges. 2010, Kadiresan Selamat, Selladurai, Ramendram and Mahomed, 2015). The companies headed by senior manager with opaque employee engagement did not even refer documents containing organizational strategic plans to their workers and used hard employee supervision simultaneously demanding results. Senior Managers who did not make organizational strategic plans available to the employees at the workplace in most cases faced problems of dysfunctional companies. It was prudent to have further research study on this topic based on the need to have companies successfully develop good strategic plans required in some companies in Zimbabwe. The issues of handling the human capital at workplace had been a bone of consent in many companies and researchers worked hard to find solutions to bridge the communication gap. Putting just a little bit of exposure of companies' strategic plans added

value to other companies. Transparency human resource policy and procedure was found to be the valve in opening the movement of information among all channels of communication in the companies for them to work on long term projects. Good leaders can easily be approached. Can be contacted in difficult matters and respond with positive answers. Workers have to obey instructions from the supervisors as they had to take orders from them at all times jobs were given to them. In companies not following rules and regulations workers were found to obey the verbal instructions from their seniors. The role of the workplace was found to be guided by a set of procedure manuals and providing technical directions on different jobs. There were such laws, rules, regulations in other companies which allowed employees to perform jobs with good guidance. Supervisors were left to direct their juniors on what to do and how to do.

2.6.2 Importance of Transparency on Employee Engagement.

It was discovered that in some companies' human resources management contained a visible relationship among the finance managers, workshop managers, procurement managers and human resource managers. The teams had the psychological efficacy and a strong unified workforce. Employees were involved in the information dissemination at all levels of companies and its business activities to shed light on productivity. Companies had to develop best practices towards their employees. It was useful that companies informed their employees on the following:-

- Organization restructuring.
- Identifying current business units' resources used at the workplace.
- Making employees understand companies' objectives and goals by using focus teams in different departments.
- Allow employees to develop a vision and strategic plans.

The organizational systems management of business were not being treated as business as usual and was fitting in the industry framework of the modern century where improved information technology was used to facilitate fast communication. Employee engagement had put human resource management on the green spot of fast move. Choudhury, et al (2019: 32 – 46). stated

that, “employee engagement seemingly put together job satisfaction, job involvement, and organizational commitment.” Good production is required by almost every company on this planet. This was found on that, there was a positive leader showing transparent communication between top manager and employees virtually leading to employee engagement and good performance. Employee engagement gave companies high production at all stages of business processes and its good reputation. Companies’ business plans gave influence to human capital and human resource management shared the organization’s plans such as:-

- Plans to change the level of activity.
- Plans to change the nature of activity.
- Plans to change the organizations, activity.

The companies which showed transparent human resource practices had good chance to engage employees on organizational performance. Harter et al., (2002: 268 – 279). penned that “business units levels of relationships among employee satisfaction, employee engagement and outcomes, hand the pronouncing vibrations at the workshops.” The impact of transparent employee engagement in companies had the grace of development internally and externally in business activities which was found at decision making levels. It was discovered that some companies in Zimbabwe practice employee engagement by way of several factors in form of:-

- Creating welfare entertainments.
- Put in place career path to improve new knowledge and growth in advancement.
- Develop employee’s knowledge on job growth through training and development.
- Put in place career path to improve advancement opportunities.
- Employee commitment associated with different jobs.
- Workers connections in different work groups improves quality of goods and services.

Singh, Rekha (2016: 105 – 109). encouraged the companies with employee engagement and stated that, “improve emotional intelligence and competences leading to job satisfaction,” in their organizations. That remained the main feature of the of transparent employee engagement by putting the value addition to companies. The business units due to levels of relationships among employees and satisfaction from the employees’ outcomes increased its value. That had

improved the wellbeing of the employees based on long term investment. Both the employers and the employees were happy towards the business's progress. It was of paramount importance for leaders in companies to include human resource management plans as part of business strategy as it increased supply of essential goods and services on the market. The good results provided high rates of growth in total domestic inputs and outputs on the national economy domestic growth. Froiland, John Mark, (2014: 5). stated that, employees with experience in companies can understand organizational goals which makes job assignments easy to perform at workplace." The employee engagement was found in companies with top managers and senior managers who were able to supervise human capital providing theoretical and practical actions to all the levels of the organizations aimed to increase production of goods.

2.6.3 Opaque Operational framework and Procedure in some Companies

The companies without organized operational framework had a problem of communicating with employees at the workplace. Some companies had strategic plans centred at top management level and company laws were kept as official secret documents to the users. Operational manual meant to guide employees on how to maintain and repair vehicle fleets and equipment, were not made available at the workplace and other documents providing a lead to solve bad production problems were not found. Salsa, Filipescu, Horga, Ortan, and Fischmann (2012: 11). found that, "nonphysical forms of workplace mistreatment such as abusive supervision, undermining and ostracism in senior manager's affected mental psychological fitness of junior employees." Senior managers' not sharing business strategic plans with employees had a course of concern on some companies in Zimbabwe. You find these companies struggling to survive due to poor organizational behaviours and mostly engaged work first, employee performance, ignoring employing engagement and worker engagement. Where there was no transparent human resources engagement the company moved towards liquidation. In such instances one find "egregious type of mistreatment from top managers who

abused power which had received attention due to its heavy running costs in organizations' production through absenteeism and medical health costs" (Pamela, Perrew Jonathon, Halbessleben and Christopher Rosen, 2015: 168). simultaneously poor handling of misconduct cases by senior supervisors was found. With opaque human resources, employees failed to perform their duties as was required by the standards of business environment. Some managers of the companies forgot that employee engagement in its true sense deals with individuals and "make full use of their cognitive resources and physical resources to perform different roles related to the business activities." According to (Xu, Jessica Helena Cooper Thomas, (2011: 399 - 416). "Leaders can organize companies to physical resources to perform different business activities." With this literature review framework, employees with opaque human resource did not share their best skills, academic proficiency and experience with companies they belonged to in most of the roles they partook. Employee engagement was to the extent to which employees were motivated and contribute on organizational success, and were willing to apply their effort to accomplish tasks which were important for the achievement of the organizational goals. The effect of discontentment happens on strongly affected employees. Smruti Rekha Sahoo, (2016: 0975 – 5853). penned that, "Employees who were not given information delivery" suffered effects of health stress." Employees who were engaged in their work had effective connection to their duties. Some companies in Zimbabwe did not even have the requisite documents to lead workers at work. They just performed work utilizing verbal communication between managers and employees. They had the abilities to perform without documented rules to refer to in the processes. It was the senior managers who just engage the workforce to perform different duties. Khan, (1990: 694). stated that "engaged employees are fully present to work and draw on their whole selves in an integrated and focused manner to promote their role performance". The employee engagement depended on who considered human capital as the best tool to engage rather engage performance forgetting who could carry

out the jobs. In other authors with similar research study, May et al., (2004) and Saks, 2006). found that, “engagement in companies with supportive supervisor behaviour facilitates employee engagement.” It was considered that employee engagement can be improved by top managers who made companies’ strategic plans and human resource policy and procedure manuals to the employee at the workplace. Individual performance in the companies could be simply noticed by his/her supervisor showing talents at workplace. The required organizational strategies include employee development, work motivation, belonging to the company and employees’ commitment to their different work assignments could drive the wheels of company to greater heights. Where there is no unit of purpose employees suffer with trauma. Manager with companies with opaque human resource policy and procedure are dimmed to have short term projects as operations of business are under a red spot light most of the time.

2.6.4 Human Resource Policies and Procedures and Employee Reactions

Companies; rules, laws, regulations and policies assisted the business administration in the organizational levels liaisons between executive leadership and employees at the workplace. These were continuously communicated among staff in different sections and departments of companies. Piyali Ghosh et al., (2014). stated that, “Organizational justice was the favoured phenomena by employees at workplace to gain confidence.” The organizational information as written on the structures did impress the links of operations in various departments. It was this information on companies referring to employee welfare, health, remunerations, career path, skills and professions recognition which motivated employees to remain committed to the organizational goals. According to Ophillia, Ledimo and Nico Martins, (2018 – 95). “human resource policies inform and advise human capital on issues that brought any impact on their work.” Employee reactions at workplace were caused by senior managers’ bad attitudes behaviours and poor relationships at work. “The substantive rules of workplace behaviour did put all the mechanism in place to deliver procedural activities required in the processes. Top

managers in some companies in Zimbabwe should make available human resource policies and procedures at the workplace to protect employees against discriminatory practices on the event of unethical behaviours. The elements of suspicion and mistrust of employees by management based on their motives towards employee forced employees to join labour unions. Employees reacted by taking issues to themselves that the problems, concerns the need at workplace could only be dealt with by Labour Union. They thought that Trade Unions would be able to represent them on all cases they were involved in organizational activities of the companies.

As there were no human resource policies and procedure manuals in some companies in Zimbabwe, other companies had human policies and procedures kept by senior managers as secret or confidential information, the gesture which brought opaque organizational behaviour. The gap between the senior managers and employees was closed by regular communication among workers of the whole company. These assisted employees to let senior managers hear their concerns which affected their performance at workplace some of which were:

- Employees' ability to functions harmoniously and effectively at workplace.
- Avoid unfair work interference at workplace.
- Increase efficiency utilizing transparent information from the operations manuals.
- Reduce unfair labour practices by making available human resource literature to them.
- Give equal pay for equal jobs.

The lack of effective communication coursed despondence at workplace. Senior managers have to consider employees as the first tool on all operations and organizational activities taking place in their business industry. The employees who were following the job security theory concentrated on "official organizational communication which may alleviate the sense of powerlessness and perceived threat from senior managers as they showed bad organizational behaviour" (Greenhalgh and Rosenblatt, 1984: 438). The employee reactions were either useful and productive and useless or non-productive leading to destruction of organizational effectiveness depending on environmental situations and circumstances associated with a job.

The business organizational strategy had transparency in the bid to avoid employee reactions. Employee reactions in companies showed constructive attitudes and characteristics or distractive work commitment, absenteeism and poor health or stress. As employees mix daily with customers, their thinking was affected by psychological stress when they mixed with customers purchasing goods and services. They portrayed bad company image to customers with a view to chase them away. The practical way employee's responses to customers was on how they viewed the senior managers and how they controlled operational activities of the organizational prevented opaque employment conditions. It was known that inclusion of labour laws was root of employee engagement in many companies as it gave confidence to employees. Deery, (2002: 458 - 466). had this to say "The impact of human resource management on employee attitudes, behaviours and well-being as well as what employees actually think and how they react to the practice of organizational activities." In that direction the provided directions to the whole company is shown. Some of the employee's reactions shown disrupting the business activities found in the human capital involvement were as follows:

- Not following the business activity in companies.
- Showing high levels of absenteeism and business activities are suppressed.
- Companies' levels of production of goods are dwindle to a greater extent.

These organizational activities need the whole company to be involved at the time of preparing the companies' periodic annual strategic plans of the business activities. The business activities in companies which used transparent human resource policies and procedures and the impact of organizational behaviour of the whole company that had attitudes and viewpoint of belonging to the companies. Among the 5 companies involved in the research study, the example was shown by one of them in the air lines services travel, the employee reactions showed by the service employees who left most of the airplanes grounded between 1999 and 2003. The pilots and aeroplanes, artisans and technicians resigned and

migrated to green pastures where competitive companies with better human resource policies and procedures were utilized. Jason, Colquitt, et al, (2014). had this to say “Organizational activities and organizational plans had to be delegated downwards in a bid to allow organizational behaviour, relations and reduce useless employee reactions.” This is found in companies due to thinking of workers providing their efforts for good performance. Workers work hard to produce quality products suitable for high demand and supply was a reality in the companies’ perspectives. Understanding the needs and wants of employees provided good workmanship at workplace bringing perfect performance among the whole company’s activities. Ghebreorgis, Fitsum, Lunchren and Karsten, (2007: 772). stated that, “admired employee reactions featured at performance level.” The increased level of production is found in some companies. Organizational theory contributes to companies’ high performance in most cases. Employee performance was shown by loyalty to the organization, commitment to their jobs and being able to carry out tasks without stress at the workplace.

The level of human resource management and processes, procedures provided encouraging methods of effective communication between senior managers and employees. Employee attitudes effect on service employee prosocial behaviour which leads companies to consider human capital as the best useful assets, having the will and wholly sharing company’s strategic plans remained in the minds of workers. According to Kinnie, et la., (2005: 9 – 29). “The constructive way of handling tasks and different job specifications by employees add value on practices and sharing experiences at the workplaces” Furthermore, it was proposed by Bowen and Ostroff, (2004: 206) found in Kotau Anastasia, (2013: 674 – 699). who added that, “Human resources management content and process must be integrated effectively for prescriptive models of strategic link employee performance.” This is found at the workplace. Senior managers on understanding human resource policies and procedures and employee reactions, should develop relationships and organizational trust and consider simple attachment of

employees to the companies with less suspicions. The role of good management was to observe the legal framework and government statutes protecting the employees in organizations. It is the other authors like Ghazzawi, Smith and Smith, (2009: 300 – 309). who observed that, “The job satisfaction, job commitment and hope in the employees’ in organizations made them satisfied and the job satisfaction, job commitment and hope in the employees put companies in long term survival mode” Strategic plan showing the organizational activities of the companies had to incorporate the human resource programs set and prepared by seniors and top managers. This was found where transparency of business activities were shared by all at work. In the book of Wheeler, Hoyt, et al., (2004: 147). “the shared information on levels of authority spread fairly in the organization and increased the organizational performance.” Some companies in Zimbabwe fell in the same management with good leaders. Employee participation in company’s activities by initiation, invention, discovered hidden job tricks and showed good skills to solve the companies’ immediate upcoming problems. This was assisted by drivers of employee engagement on employment agreement and policy containing formal duties following formal methods used to carry out the work processes at the workplace. The organizations’ good behaviour contributed to the employee commitment, reliable at workplace, and able to work with minimum supervision. It was found that, today’s work environment has shifted the demographics of the workforce by way of being able to find most suitable workers for performing specific jobs. Taking cognizance of today’s health hazards caused by pandemic “Covid 19” and other associated diseases, the laws of the nations forced employees to work at their homes and this did not spare Zimbabwe. The global lockdown situation did not spare nations and the jobs working hours were controlled by employee actions working alone at home. “Employers were implementing policies and procedures that were inviting technology - driven work environment that strived to creatively recruited and retained employees with good skills for a long time” (Cathrine Frost, 2013: 29). This was assisted by knowledge of the

organizational strategic plans communicated to the employees and managers employed by the companies. Where there is good relationships the workforce has good connections which facilitate the speed solutions found at the workplace in all departments of the companies.

In avoiding bad employee reactions at the workplace, senior managers had to look at the companies components of strategic planning to include human resource policies and procedures and organizational management systems. Managers monitoring employees by effecting operational control processes and used evaluations activities regularly. Antony found in Cathrine Frost (2013). provided three layers if strategic planning which included “operational managers choosing the business strategy and its structure which allows their company to a) utilize its resources most effectively creating value to customers, b) control systems through employees to monitor and evaluate effectiveness of company’s strategic structure, c) react to the events as they occurred and improved the human policy and procedure in the strategical management”. However, Ghebregiors et al., (2007: 72). stated that in the theory of contribution, “the literature review on human resource management was contacted in Asia by the following authors Tan, 1996, Berry and Aram 2000, Morris et al., 2004, and no confirmed findings or results were penned down in this research study.” In the same trend of literature in Africa, Mpabanga (2004). commended that, human resource management research study was carried out in South Africa and Botswana companies, however, employees’ reactions were not studied during that period. Research studies were carried out in developed countries and in developing countries unfavourable employee continued to prevail on high rate due to human resource policies and procedures not being considered by management at workplace causing misconceptions on staff. Those misconceptions made employees to perform at a lower ebb showing signs of absenteeism, sickness, failing to listen to supervisors.

Top managers who divided transparent business management strategic controls supporting the correct human resource management and practices had a better chance of success in companies’

performance. However, Ghebregiorgis, Fitsum, Luchien Karsten, (2007:722). had this to say, “The organizations’ activities, checking the actions taken by employees on human resource practices in the reign of high performance led to reduced employee reactions.” The reactions were shown through employee attitudes on human resource processes, job employee influence, high employee absenteeism resemble reasonable signs of employee reactions. Robert, H. Jerry, (2013). noted that “Successful leaders inspire the employees of the organization to embrace shared values and objectives.” In some companies the attitudes showed an invaluable tool in the analysis of human resource management problems. In this research study, senior manager did not provide human resource policies and procedure manuals to the employees at the workplace and to a greater extent, measurement of performance was based on organizational politics. There was no form of power sharing required in making human resource policies and procedures available at the workplace. All operations which brought revenue to the organizations should be made transparent and visible to workers in the whole company to make a success story of production. The success is found where there is unit of purpose.

There was need for senior managers to include proper employee participative management by showing good attitudes and behaviour at the workplace. The organizations allowed employment involved in following the dictates of the human resource policies and procedures. The involvement of skilled workers in the organizational activities should be considered for employee efforts and initiatives at the workplace. This involvement had an impact of high performance, accountability, self-control on most companies’ activities included in the business strategic plans. It is the participative management systems with the passions of having the whole company performing tasks and jobs following set standards, policies and procedures. It was imperative that employees work in harmony other than being affected by health hazards and situations of stress which affected their output at the workplace. This had to reduce companies’ assets in form of equipment, vehicles, machinery and service kits through accidents

and thefts. Maintenance of stock registers had been monitored as per companies' laws and audit regulations which give guidance to the operations of different departments at workplace. Organizational systems including human resource policies and procedure manuals which had been on the fingertips of the whole companies' workers directly added value at work. Guaranteed communication among the employees at all levels of business operations in a group on organizations helped to bridge the gap between employees, manager, senior managers and top executive managers in the companies. Employees had to be connected to their jobs under the same fit in the organizations they belong. The only way employees can fit in the companies was by having skills in line with the job specifications, ability to make simple decision on the jobs they were performing with minimum supervision. If one did not psychologically have a mind set for jobs she/he failed to work due to lack of commitment on the tasks assigned to perform by supervisor of a company. Result of the work performed is poor in eyes of the boss.

2.6.4 Employee Motivation

The companies with transparent human resource policy and procedure had sound organizational behaviours and attitudes towards the workforce. The employee engagement had been driven by transparency found linking managers and employees by one way of feedback timely communicated to each group. Nupur Veshne, (2017: 27 – 38). stated that, “wellbeing of employee is based on supervisor' good communication in employee engagement.” The issue was that senior managers thought that employees were motivated by paying them good salaries and allowances to sustain their welfare at the workforce. Russ Slater (2012: 8). argued that “it was the differences between the employees and managers' ways of considering the importance of business issues,” at the workplace which could make them happy. The employees required jobs which lasted for many years simultaneously having transparent human resource management team at the workplace. All senior managers who did not communicate human resource policy and procedure at the workplace nothing good was achieved. This became one

of the employees' reactions issues resulting in very good work performance showed good outcomes. There had been relationship between human resources systems and employee reactions prevailing in the work environment. Bose et al., (2005: 674 – 699). stated that, "The organizational justices to all the companies' employees justified the companies' existence." Availing human resource policies and procedures to employees brought organizational justice showed through employee motivation, commitment, and work engagement in all companies." Distributions of information systems found by research studies had established good rapport of considering employee engagement and employee motivation through intensive communication channels of human resource management systems which influenced employee perceptions. Found in the research Human capital practices showing effective good employee attitudes and behaviour at workplace known. Top managers of some companies in Zimbabwe had to learn from many authors literature that reviews where emphasis on employee motivation was encouraged in different ways. Some businesses ethics towards leadership are:

- Having collective organizational trust of all employees.
- Providing psychological confidence in employees by approaches reduce fear.
- Show a transparent and fair treatment on dealing with disciplinary issues. and
- Support what employees are doing on performing jobs at workplace.
- Encourage connections in relations to the work done at the workplace.
- Supervisors providing feedback on the jobs.

According to Ryan et al., (2008: 295 – 310). "the simple issue was to engage employees and gave them chance by asking them how they would improve jobs related issues that improve production from where it may be at the moment or in the current work environment." It was important for some companies to include employee's performances and practices in the organizational strategic plans on annual companies' strategic plans. That would put strong employee engagement to all the workers. The workers with transparent policies work hard.

Human resource policy and procedure was studied by many research authors of this century as it affects human capital at the workplace with unfair treatment and encouraged management relationship with employees in companies. The first tool in the organizational activities were employees who were recognized as operatives to make the companies produce competitive goods and services suitable for the consumers' needs and wants. Policy and procedure was there for defining administrative and operational issues of the companies. These issues according to Thompson, (2008: 17 – 22). included “organizational systems which provided operational guidance and flexible working environment.” The research study relied on other researchers' research and to own experiences on general business knowledge. Those companies which failed to stand the heat of the economic environment on long term periods had opaque human resource policies. Human resource policy and procedures delivered the information to the whole country by means of good actions. Where there was no human resource policy and procedure, the employee reactions were visible within the companies. The policy and procedure must be simple, clear, and user friendly and supported by transparent legal laws. Communications theory was a simple tool to maintain good relationship between managers and employees in most business administrative activities and operational issues. Ryan et al, (2008: 295 - 310). stated that “working policy implementations breaks down barriers inclusiveness and a separation into what was policy conformant and what was anomalous.” The processes of the business operations become simple if all the people employed by the companies own the value of human resource policy and procedure and human resource practices at the work place. The theoretical information addressed the issues of unit and connections at all different sections of the companies which used theory and practice at the workplace put in trust, honest competence among employees at the workplace. The drivers of motivation were the feelings that you liked your work, strive to contribute more to

organizational effectiveness come out of worker psychologically belonging to companies' strategic plans supporting the worker to keep on doing the good work.

2.6.5 Research Gap

Basically today's world communities have a desire to communicate through very fast tools of information technology systems and practises. In the business administration and human resource management communications, the utilization of the impact of human resource practise on procedure processes affected companies' performance by showing useful and useless results on production of goods and services. Lack of knowledge created a wide gap in a predicament where the scholars were unable to apply theories and models to solve actual research problems. The research study should have a definite solution to augment the present understanding of the phenomena. Theory of organizational behaviour based on human resource management in companies had a source of academic research studies aimed at providing new knowledge to be sold to companies on the importance of human resource policy and procedure at the workplace. The research gap was research questions or problems which had not been answered correctly. Theories and models aided values and guided the research study. It was postulated by Uyangoda, (2011). stated that "theories and models are applied in classes to solve problems in the present grasping of the set research topics". The research study required academic information to identify the research gap which brought the research problem and how it should be resolved by the employees and managers at the workplace.

Some companies had full understanding of human resource policy and procedure and knew how employee engagement was influenced by them at workplace to increase employee commitment. This was willingly not done in some companies in Zimbabwe. While the following information within the research study, Kinnaird, (2002: 55 - 59). stated that "policy and procedure manuals should be enforced in companies to add value and as means of effective communication." Theories were in hidden knowledge found in the employees. Research study

by scholars carefully attempted to adjust the gap and add new knowledge to the structure of the research project. This was done by way of theory testing approach or theory building approach in the process of putting information together. That approach created new knowledge for the students researching in appropriate research topic. A theory had to simplify the information used for data collected and to the data interpretation bridging research gaps. It was to a greater extent where theories assisted clear meaning of research study to match topic.

The research that was done by the researcher showed a gap that human resource policy and procedure was not shared between senior managers and employees by way of not making documents available at the workplace. The encouragement of satisfactory dialogue and participation in jobs within the companies was a key to success. Theories assisted the social science students to participate in the research with skill, to add value to the performance of the business and its administration which could show a satisfactory and unsatisfactory of business activities in its environments. The research gap was the problematic of relationship in communicating human resource policy and procedure among all employees in some companies in Zimbabwe. The research study had been written referring different authors' literatures. Hirschhorn et al., (2008: 1 – 13). stated that, there was a significant attention addressing the assumption of the research gap and human resource management and the use of human resource rules, laws and regulations among the employees and managers.” These matched theories had to be solved during the found symptoms of the problems. The scholar understood that the student in class only produced new knowledge on different aspects on how the researcher's topic should operate effectively in the industry. Looking at greater ways of the utilization of experience and skills of carrying out different jobs aligned to different departments and sections theoretical and practical issues united employees at the workplace. On the theory testing approach, there were contradictions on theory building where Binder et al., (2010: 232 - 259). stated that, the purpose of qualitative theory building approaches ground

theory methods is applied in operations management research.” This had been studied in the industrial phenomena which helped to identify the problems. Fillippini, (1997: 655 – 670). argued that, “there was a glaring research need to bridge the gap between theory and practice in organizational management which only depended on its applied methods and techniques.” Research gap study had any impact to the researchers and authors investigating the Human resource policies and procedure which were influenced by different authors who had to carry further studies on the same topic. It was the research study aimed at finding definite solutions to increase the understanding of policy procedure. It is the student addressed on how gap between theory building and theory testing found on the two phenomena of the research problems. This was only established where there were clear findings and recommended solutions by different search students working in the class attracting employee engagement. The research gap and research problem contributing to the research to be unsuccessful on giving the solutions of companies under the study. The mechanism to bridge the research gaps, the researchers encouraged the reader in companies to strive to implement the recommendations established in the research study by different authors found in the literature review. This brought excellent performance in companies producing products able to meet the needs of the public and shareholders. Open markets were able to receive the required goods and services from different companies giving quality goods and services. The demand of products was found to be high where there were competing goods and services on the market. Companies with durable goods will attract many customers to buy quality products at a competitive price. It was the more you produce the higher the demand of services and goods by the customers. They needed to communicate transparent organizational strategic plans on annual or half yearly basis. The purpose of human resource policy and procedure was to communicate the right information to the employees to keep them well aware of the change taking place in the companies at given time of business environment changes caused by

economic reforms. These changes affected the business activities and its labour force in one way. It was envisaged that those changes may accumulate to stages for problems to be found in the companies. The problems in a long run would affect the business activities and hence cause the actual difficulties to produce quality goods and services resulting in employee disengagement. These observations were noticed by many research authors in their pursuance on research studies covering the qualitative approach methodological systems a social science design on human resource plans of operations. These plans enable a success in companies.

2.7 Research Problem.

Human resource policy and procedure found in companies' management systems and processes were related to the business organizational structures. The problems include sharing company laws, regulations and not making them available to the employees at the workplace. Implementation of policies were that managers with companies with opaque human resource policy and procedure had nothing to use. They used verbal instructions to give employees and their supervisors jobs. Employees were not understanding the legal frameworks, policy and procedure manuals supposed to be used at the workplace as referral documents. Recruitment policy was one good example used to fill vacant posts. The procedure should follow a system of advertising the vacant posts through employment agencies including newspapers. One of these problems was revealed by the participants in the interview meetings. They should follow the policy and procedure by allowing the process which brings employee engagement from the first day of recruited. The example of short listing of candidates should proceed as follows:

- Recruitment and selection
- Appointment and assumption of duty
- Induction of the recruited
- Training and Development
- Promotion and advancement and payment of salaries and allowances.

All the processes carried out without required a policy and procedure had a problem on dealing with business administration system on processes. There was need for these companies to be controlled by, government laws and regulations which were established in different ways by law enforcement agencies. The problems of restricted communication affected the employees at workplace and the purpose of having human resource policy and procedure was not noticed at all by the shareholders who zealously wanted high profit to feel their pockets.

2.7.1 Developing Conceptual Framework

The conceptual framework function in the research contributed in many ways that the researchers had to follow. Jane Margolis in her personal thoughts communicated that, there are two metaphors which mount the conceptual framework such as “the theory and the research questions”. This simply provided the example of coat closet and coat hooks in the closet. Researchers in the attempt to prepare the conceptual framework of the research unification of all concepts, variables and paradigms and models were shown in the research study to cement information. There had been literature found in the processes of gathering data to support the dissertation. Like in Maxwell and Mittapalli, (2000). model, who stated that “a set of concepts and ideas and the proposed relationship among these were a structure that was intended to capture something about world companies development and where they should be found”. The research questions were required and were well connected to the variables and concepts found in the research study. Concept mapping tool for developing and presenting the conceptual framework for the researcher’s design had been explained carefully in concept maps for easy usage and these were found in chapter 4. The companies’ regulatory framework assisted on the study. Conceptual functions were found “in the literature review which defined the relevant concepts and justified the research problem by selected most appropriate methods. This was given mostly to make the road map for the best way to capture the research proposal and add value to the entire proposed research study. According to different authors namely Ravitch and

Riggan, (2012: 7). who viewed conceptual framework in different ways which researchers stated that “the first being most posturing was showing proper coordinating of other authors theories in literature and its frameworks, Secondly, just as figure typically presented as a concept map that summarizes all key information presented in the literature review of the study.” Furthermore, Ravitch and Riggan, (2021: 7). concurred that, “companies’ policies and procedures are series of the sequenced logical propositions, the purpose of which was to convince the readers of the study’s importance and rigor.” These are found in the content of the study explaining different issues covering the study.

Having these definitions, we cannot complete study of policies and procedure and employee engagement without understanding the construction of theories supporting the research study. This applied more reasonable to capture the study’s strength putting together important facts on investigation making sense to the reader and easy to process the facts of planning and implanting observations. According to Hu Ling XIA, (2019: 941 – 948). “the organizational behaviour theory put in the facts of good performance.” The workforce is motivated using motivation theory and human resource management theory leading to the research. The understanding of where you were coming from where you are going, who was affected in the companies administration basing on performance and production of quality goods and services who are exposed on conceptual elements of the research study and framework within the perceived methodology. The theoretical framework was found to be essential as it provided the phenomenon of research’s understanding of the construction theory. The human resource capital relied on transparent human resource policy and procedure communicating the required information used at the workplace. Antnenko, Pavlo, (2015: 53 -71). stated that, “worker using instrumental perspective on the conceptual framework bind the theory concept in the field of job performances.” Policy making can be more transparent commencing from employee participation and involvement in the policy making. Working utilizing legal documentation in

the business administration processes had a cover up on the misunderstanding between managers and employees who were the independent variables and dependent variables in this study. Information required on the implementation of policies and procedure manuals at the workplace can be valid and reliable towards organizational framework. Theoretical and organizational practice do match each other due to knowledge from the workforce. There is impact of new knowledge to workers through transparent communication in companies.

The research study was concentrated on how some companies in Zimbabwe considers the aspects of transparency policies being used in business activities. Transparent policies are contributing to the employee engagement which made the source of quality production of goods and services. Based on the concepts of senior managers who did not make available human resource policies and procedures to the employees at the workplace and that made poor performance. The study found the reasons why top management had opaque human resource policies and procedures in their operations. In the same study senior managers who had transparent human resource policies and procedures involving employee engagement in their companies. Employees were guided by the human resource policies and procedure manuals and operation manuals in performance following the evolution of human resources regulations and policies. The same applied to companies having employees with opaque human resource policy and procedure, their effort to deliver quality goods and services was reduced to a low ebb. There was limited effective communication between senior managers and employees at the workplace. The concepts found were that companies with employees having no access to transparent human resource policy and procedure at the workplace were not performing work to set standards. The two paradigms found in the research study had their epistemology of knowledge to address the reality of information collected to explain the organizational strategies. According to Deetz, (1996: 191 - 207). “different modes of research allow us to understand different phenomena and for different reasons”. Problems in some companies in

Zimbabwe were promoted by the lack of communication of human resource policy and procedure and operational manuals. There were no codes of conducts and employees were dismissed from companies without following any legal documents. Employees with lack of knowledge were dismissed from companies without following any legal documents. Lack of knowledge on how to use tools on specific jobs highly affected the employees and to some extent their health deteriorated and this was caused by stress. Alexander – Stamatis's Antoniou et al., (2011: 18). recommended that, "organizations should have policies that proffer solutions for organizational interventions." Disorders showing continuous increase in industries found in different countries considerably impair physical and mental health of employees at their workplace. It was most known that lack of knowledge destroys the individual, group and the whole company at the stage of need. These inconsistencies made research studies to be conducted by students to establish the solutions on the problems found in companies by means of the research study. The conceptual framework contains the theoretical and empirical rationale to assist companies remain on the line of production producing quality goods and services on this planet. The informative research results which were interpreted by students in class provided guidance to those who refer to the researched information at given times. The research problem in this dimension was unique and needed to be explained by other researchers. However, human capital should be given the opportunity to exercise their abilities and thinking skills in the modern business environment. Managers given the autonomy to exercise their ability to lead by example at the workplace were able to share their experiences and skills with their junior employees resulting in good work on employee engagement. Employee engagement remains an organizing tool to mobilize employees at work.

2.7.2 Conceptual Framework Function

It was the research questions formulation which were the root of investigations. The few questions to lead the research study were prepared on the range of (a). What are the reasons of

having managers with opaque human resource policy and procedure manuals in companies? (b) Why do managers need transparency of human resource policy and procedure at the workplace? (c) How do human resource policy and procedure add value to the companies' worth? (d) Why should senior managers practice good management of having employee engagement in companies? (e) What is the impact of opaqueness in human resource policy and procedures manuals on employee engagement?' The pieces of questions put together contain issues which are clear whenever passing evidence over on the reader of research. The functions were linked to the literature review. Miles, (1994). "defined the relevant concepts and justify the research problem by selected most appropriate methods." These methods include the concept mapping to be found in the next pages of this context filled with different paradigms classifying the clear interpretations. Research study had provided descriptive differences. Deetz, (1996: 191 – 207). penned that, "the approaches to organizational functions wholly on specific social science approach." The theories given in the qualitative research methodology did contribute to the structure of the study. It is anticipated that information contained is suitable for the reader to get interest understanding the structure of study.

In this research study of the day, conceptual model serves as a framework to explain the different variables relating to each other on research topic. Independent variables remained at the level of senior managers and shareholders involved in company administration on policy and procedure manuals from the companies' strategic plans and goals. The theories assisted the researchers to explain the theoretical information found from the investigation process. "Employees employed by the companies were the dependent variables who actually perform different jobs assigned to them by senior managers in the companies producing different products and services to put on the market for wholesale benefited from the transparent human capital performance in companies with transparent human resource policy and procedure. The

processes used in dealing with issues raised in the research study had a good bearings on the conceptions of wanting to have solutions of addressing in balances seen on human capital.

This conceptual framework use the information found from the facts given by the participants in the selected companies in Zimbabwe. This summarises the issues involved in planning the strategic movement of putting the best structures of the findings in its position. The finding originates from the 5 selected companies found in the Republic of Zimbabwe. They contain the information on the use of human resource policies and employee engagement in business.

2.8 Summary of Literature Review.

Researchers should know that a participant in agriculture cannot plough the land without tools like land, the tractor, a disc and harrow, fuel and other inputs in form of fertilizers needed in the commercial farm, and a hoe, oxen, yoke, culvert and human capital to perform all the types of duties in rural areas and large scale farming to make the crops grow. The literature review was a knowledge tank where different authors find “solutions to view critical points of current knowledge and substantive findings in line with theoretical methodological contribution to the topic (Bhagwan, Pooja, (2019: 61- 67). Having the present literature which may contributed to a greater extent the researchers used theoretical framework and practical framework to build the case study. Some favourable relationship between top level managers and employees at the workplace empowered companies’ performance to achieve quality products and services required by the customers. The security of the companies’ operations were based on the accessibility of all tools utilized to operate on the production line in all departments found in the companies. The methodology had simple framework found from the structure to process the production of goods and services and attract quality products to catch the eyes of customers. Information from other author gave in depth theoretical knowledge helping the research study to remain on the required structure. The set guide of writing thesis came from the literature

review directly written by different authors who studied through qualitative research method giving a detailed structure of the processes of the research study to its final stage.

The conceptual framework was there “to integrate issues of transparent human resource policies and employee engagement concepts needed to help senior managers and employees understand their contribution to the companies and influencing organizations outcomes. (Dubinsky, et al 1989: 221 - 51). mentioned that, Conceptual framework was “a simple tool used to conduct a research study stage by stage developing the framework.” The methodology was made simple on the design and paradigms.

The study was aimed to continue having the conceptual framework as the best tool used on different research topics selected by the researchers. Creswell (2014). referred to a pragmatic paradigm as “a rejection of the artificial dichotomy between objectivism and subjects.” In this way different authors had different views on the conceptual framework in the doctoral study but there was greater need to use conceptual framework as it bridges all the information collected at the point of data and was there to guide the research study. The conceptual framework lead theories and drive the thinking of the researcher to make sense. All organizations found in the companies relied on employee productivity and performance which led to high profits and helped the companies to grow. It is the expansion through amalgamation in the same industry that companies should develop unity of purpose. It may be over emphasised that researcher in all forms of investigations cannot shun the concepts which are found in the human capital’s experience which were related to different theories found connected to different research topics. These theories form a strong conceptual framework which aligned to practical situations combined by theoretical framework found in the managers and employees with transparency company laws, commitment, honest and trust at the workplace. Literature on it’s on develop a robust and valid understanding on the study of phenomenon by bringing clear information. The relationships between study being studied and

research studies by other authors bring the theories which sustain the findings the researcher aimed to establish in the research study. Theories used by researchers always tell the story of the topic of study. In summarising the theories that were used in the research structure included the human resource management theory, organizational theory, performance theory, communication theory and implementation theory. Human resource management involves putting different groups of employees together linking them to the organizational strategic plans (Bhagwan, Pooja 2019: 61 – 67). The theoretical information found assisted the companies to remain in the theoretical framework of the research study. Workers are required to holistically perform duties with full understanding of the companies' strategies and plans and has connotations of clear communication among all the workers. The managers and employees with transparent human resource policy and procedure manuals from a theoretical point were required to know these policies and understand them with a view of implementing them at the time of need. The relevant categories of information had to bring what was required from the research study. Understanding the theoretical framework of the topic related to the study. Data on research study and its findings have origin sources found at the beginning of information collected from the prescribed credible sources. In this study the five companies found in Zimbabwe employing managers and employees in the transport industry were the source of authoritative permission to hold interviews meetings to share information for the research study. These meeting were carried out with independent participants found in the 5 selected companies. The validity and reliability found in the qualitative research gave the necessary various definitions of the reliability and validity of the researchers from different perspectives on this study. In this approach connections were best way to accommodate others. The research study should have a definite solution to augment the present understanding of the phenomenon. Theory of organizational behaviour based on human resource management in companies has a source of academic research studies with the aim of providing new knowledge

to be sold to companies on how to use human resource policies and procedures at the workplace simultaneously increasing employee engagement in the work place. Theories and models aid values and guide the research study. It has been postulated by Uyangoda (2011). that theories and models are applied in classes to solve problems in the present grasping of the set of research topics. The research study requires academic information to identify the research gap which brings out the research problem and how it should be resolved by senior managers at workplace.

There is a significant attention addressing the assumption of the research findings and human resource management and the use of human resource policies and procedures among the employees and managers (Hirschhorn et al. 2008: 1 - 13). The different views to recommend possible way as a solution to the problem with just a bit of success in the thinking workforce.

These matched theories have to be solved during found symptoms of the problem. We understand that the student in class only produced new knowledge on different aspects on how the companies should operate effectively in the industry but the implementations were problems which remains to be solved by the owners of the companies where observations were made by the researchers in the research study. In the best economic fraternity, employees work together to achieve companies' goals and objectives given on annual basis.

On winding the summary of the chapter, the study of many authors give different solutions on topics. It is found in the studies with similar topics that there are seminars found in the verdicts based on thinking theories, skill of understanding information on selected topic and presentation of different facts found in sourcing information to form data. However, their contribution to the research study is able to strengthen the solutions of this study. The issues found by other authors are considerably helpful in line of human resource policies and procedures on implementation. John et al., stated that, "the tools of success in a company are human resources policies analytical framework which provides direction of work at the

workplace.” This is where the study is considered to be worth and written on this situation of economic dilemma in this country. The Chief Executive Officers with a zeal to improve the welfare of employee and learn new ideas from the recommended findings in the study. It is found that the information given by the participant is originating from the actual business activities of the companies. There is no way one person who can dispute what has been said by the person who participate in the implementation of human resource policies and regulations which are used by the companies except those people who are involved on the use of these documents. Human resource management need to be observed in all companies to meet its essential obligations at the right time using the correct human capital. Policies grips the wheel of mischievous worker.

CHAPTER 3

RESEARCH METHODS AND DATA COLLECTION

3. 1. Introduction

In today's new world, operations of companies dominate where there are markets found and high demand of quality goods and services. This endeavour made different business to survive in the industry. Employee engagement plays a pivotal role in improving business activities. Ologbo and Sofian, (2012: 498 – 508). penned that, "individual factors of communication are, employee development and employee support which encourage the employee engagement." Compliance with company laws, rules, regulations, human resource policy and procedure manuals guide the shareholders, managers, employees, customers and creditors in doing business with companies. A revolutionary success of organizational theory has a contribution on organizational performance in companies. The problem is that some companies in Zimbabwe do not make human resource policies and procedure manuals available to the employees and their supervisors. Adjibolosoo, Sanyo (2011: 90 – 134). stated that, "employees are guided by policies and procedure manuals and operations manuals in the evolution of human resource regulations issues on performance." If these are not available the human capital is affected by lack of knowledge found in the regulatory framework of companies. Employees are charged with cases of poor performance by management after committing offences of misconducts without knowing. Problems of exposure on companies' laws, regulations, rules, policies and procedures to guide their performance on duty are not there. According to Antony, M. Ruban, (2018: 32 – 46). "Determination of employee engagement, their impact on performance is found on performance management." The paradigm shift is found in employee engagement found in companies directly focusing on productivity, employee retention, loyalty

and belonging to the organization with a good mind set. The challenging issues of the research study are to examine the business activities on entities of five companies in Zimbabwe based on: (a). the impact of opaqueness and transparent human resource policies and procedures and employee engagement in some companies in Zimbabwe. (b). Establish whether managers of companies with opaque human resource policies and procedures conform to requirements of these laws. (c). Establish whether managers of companies with transparent rules, laws, policies, procedures and manuals on employee engagement are complying with the requirements of the regulations. (d) Interpretation of the rules, regulations may provide challenges to senior managers, managers, employees and other stockholders. The issues were mentioned by John W Seavey et al (2014: 59). when they stated that, “The challenges of any policy analysis is to explain clearly and concisely why it is important to address one issue over the other competing policy needs.” Understanding of the human resource regulatory framework has a successful impact on companies’ performance. Companies having no policies and procedures, manual have a long trend of unsuccessful impact on its production of goods and services. Where there are companies’ laws, regulations and policies to match theories against practices make employees to be engaged to daily business activities. According to Meere (2005) found in Antony, M Ruban (2018: 32 – 46) “disengagement of employees make them unhappy at work and they influence other workers to undermine the work of the company.” This may remain a reality in some companies which are not using the companies’ laws.

The purpose of this research study is to examine and assemble policy and procedure manuals simultaneously establishing the improvement of cost effectiveness on the companies. Aiming to bridge the performance and communication gaps among companies’ stakeholders such as employer, senior managers, manager and employees. In this way, researcher studies the reasons why some companies are transparent or opaque regarding their human resource policy and procedure manuals. This helps to identify employee working in companies which have

transparent human resource policy and procedure. Within the same bid identify employee with companies which are not transparent in human resource policy and procedure and employee engagement. In the same study observe the impact of opaqueness in human resource policy and procedure and employee engagement. The organizational policies and procedures, structures and systems provide the extent of employees engaged in companies (Anitha, 2014: 308 – 323). The companies' performances follow the dictates of the rules, laws and regulations of their country. The action is to have solutions which can improve the production of quality goods and services based on transparent human resource policies and procedure manuals, operations manuals and employee engagement. Best solutions reliably improve the employee engagement.

The research study was submitted to our University's Research Ethics Committee and approved as a suitable research project. Researcher observes the requirement of rules and laws utilized in business administration. Understanding the importance and value addition found in people's mind sets, skills, professions, experiences, and psychological contacts between human capital and find out why companies which obstruct their performance by not providing the companies' rules. The actions taken by the top managers disturb the business activities to generate the income as per projected plan. These has been discovered by many authors in their investigations that organizations which did not follow the requirements of the business strategic plans remained affected by poor performance of managers and employees' lake of knowledge resulting in poor performance and employee reactions found at their workplace. It is bad human resource management of not being clear in implementing the laws and regulations of the companies which affect the employees and protect themselves by reacting to the actions.

It was prudent to follow the human resource management theory and ground theory guided by the thematic analysis that focus on elements of design. 'This' allowed stages of research design prompted to data collection processes. 'This' was made possible following Schuler Preston et al, (2004: 104). who observed that, very, very top level officials in decision making on policy

should educate heads of organizations to consider and take part of a wider governmental commitment on basing policy in search of evidence in the education and other fields.” In Zimbabwe, ‘this’ would be checking on the impact of transparent human resource policies and procedures and employee engagement in some companies in Zimbabwe by enforcing laws to provide learning new skills to employees. ‘This’ research was based on the identified sample prepared in 4 sets of managers and employees. ‘This sample was arranged to be taken from selected 5 different companies in transport industry in Zimbabwe which were connected to business activities affecting human capital at the workplace. The information gathered from these companies produced data to form research study.

3. 2. Data Analysis Procedure

Research was conducted utilizing many stages in the processes of building variables which were found in the information with related collected information. As qualitative data was based on interpreted philosophy, clear meaning of collected information was understood by the researcher who referred to meaningful phrases, verbs, nouns and other social attributes shown by the participants in matching relationships between various themes and characters found in different age groups. The procedure of processing data was done on theoretical analysis of the ground theory based on transparent human resource policies and procedure manuals. The human resource management theory contributed to the employee engagement in the companies. Lacey and luff (2001: 320 - 357). had this to say, “You may be able to test the emerging theory against existing theories of loss in literature for further analysis of data.” ‘This was done in a bid to capture the study design where the theories could support the stages of the processes on research study. It is much easier to work on the desired research approach and its process where all the human resources policies, procedures and manuals including the companies, regulatory framework to guide the users. If company’s leaders look at the

employees as the best instruments to use, the standard of goods and products remain on demand. In so doing, it is to the benefits of all the managers, employees, customers and leaders.

3. 3. Significance of the Study.

Business administration on companies in Zimbabwe had to be productive using ethics methods on profits based on transparent human resource policies and employee engagement. The ethics is the utilization of the right rules of conduct on organizational behaviour, culture and performance. ‘This’ research study aimed at providing senior managers in some companies in Zimbabwe to see the importance of transparent human resource policy and procedure and employee engagement in their companies. Kinnaird, Brian, (2002: 55 - 59) on issues of policies and procedures stated that, “A policy and procedure manual is one particular tool that has been the cornerstone of effective communication between employer and employee regarding the organization’s goals and operations.” Employees should not be isolated in business administration by not making human resource policy and procedure manuals available to them. Policy and procedure manuals remained the best tool used in communication of business operations and control instrument on employees and managers on their performance and accountability. Transparent human resource policy and procedure contributed to a greater extent on employee commitment, honesty, reliability, responsibility, trustworthiness and work would be left to the employees without supervision and was performed in a satisfactory manner. Policy and procedure manuals contributed to employee engagement in business activities by sharing transparent jobs. According to the report from New York NASDAQ OMX’S Release Distribution Channel of (2012), “employee engagement creates powerful employee experiences where every employee feels part of something greater and is proud to be part of the company’s brand and to actively promote qualities of their organization.” ‘This’ could be shown by the transparent human resource policies, procedures and employee engagement in some companies in Zimbabwe which showed the effects of the purpose not to be considered at

the top and senior managers had to abide with the thinking of their supervisors. This approach assist future performance of employees at work and reduce issue of poor performance at work.

3. 4. Research Approach

There are mainly two forms of research strategies or methodologies that is qualitative and quantitative based approach. It is quantitative approach with trends of more scientific in its approach using numerical data as that of a scientific approach. Hence, according to Bryman (2003) “quantitative research mostly emphasises on the quantification of data, and is mostly deductive incorporating a natural science model that is influenced particularly by positivism.” On the other hand a qualitative approach emphasises the role of the investigator or researcher in the construction of the meaning of subjects under study. It emphasises on the use of words and meanings as opposed to quantification of data and is inductivity and interpretivist in its approach. Since it was the objective of this paper to understand the working experiences of internationally recruited employees, a qualitative approach is fit for the purpose. This is because qualitative research is concerned first and foremost with the human experience. Qualitative research approach direct the study to its destiny without much stained effort. According to Hossein, (2015). “Qualitative research collections data qualitatively, and the method of analysis is also primarily qualitative.” This paper focused on the employees and managers in some companies’ interpretation of events: On the use of human resource policies and procedure and employee engagement. The reason for using a qualitative study is that it allowed the participants to give an account of how they feel in their own simple words and also for them to explain how they interpret the environment around them. It is important to mention that the research aim sets to outline the purpose for this research, whereas the objectives set to outline how the aim shall be achieved. However that is not to say this strategy does not have its limitations. More over qualitative researches are less reliable and valid than scientific research as they are not carried out in a controlled environment and are subject to the researcher

effect. Nevertheless bracketing can be used to help increase the validity of qualitative research. Bracketing involves putting aside what the researcher already knows about the experience being investigated and thus helps approach the data with less preconceptions about the study (Lopez and Willis 2004). This strategy becomes appropriate as this paper is written by a person from Africa. This will be further discussed under the heading research limitations. In addition to linking qualitative research approach, disadvantages can be reduced by employing the use of a research assistance to help reduce the researcher pressure on data collection. This helps improve the research validity and credibility during the research process and investigations aimed at getting information to form data. In the bid to obtain correct information from the participants researchers aimed at using interviews. There are different types of interviews ranging from: structured interviews, semi structured interviews, unstructured interviews, and ethnographic interview and telephone interviews (Flick 2009). Semi structured interviews were used in this research paper. This is because semi-structured interviews do not only allow questions and answers raised to be clarified, but are also flexible. Thus semi structured interviews allows the use of open ended questions which in turn allow the participants to elaborate on points of interest that emerge from the interview questions. More over according to Saunders and Lewis, (2007), body ques /language help enrich the data collected during the interviews. This is because body languages such as facial expressions help convey and reinforce what is being communicated. This enriches the quality of data being collected. Furthermore semi structured interviews was the preferred method because using a structured interview would have resulted in inflexibility and will be more like carrying out a face-to-face questionnaire. One to one interviews were used due to them being easy to arrange and control. Moreover one to one interviews have less noise interference as compared to group interviews. Furthermore interviews increase the validity of the research due to the fact that there is a direct contact with participants. Gerrish and Lacey, (2006). stated that interviews are highly

dependent on how the questions which are prepared and explained by the interviewer, in this research the questions were rehearsed in order to increase the credibility of the research and all prospective participants were supplied with relevant questions prior to the interviews. This was achieved via a pilot study of one person prior to the full scale research. The feedback allowed be tested and readjusted. According to Bryman, (2004) the provision of information prior to an interview should promote validity and reliability by enabling the participants to consider the information being requested and allow them the opportunity to assemble supporting documentation. Nevertheless that is not to say that the chosen method of research has no limitations. Semi structured interviews are dependent on the skills of the interviewer, are time consuming, need a lot of resources and have poor reliability (Bryman 2004, Saunders & Lewis 2007, Gerrish & Lacey 2006, and Denscombe 2007). Although questionnaires can be a consideration in that they can be used to obtain information from the staff. They are inflexible as the questions tend to be standardised and can easily frustrate the participant (Saunders & Lewis 2007). Observation as a method of research would have been inappropriate for this research as it is mostly used to observe behaviour yet this research needs to understand underlying factors, for example, feelings that cannot be obtained by observations. The face to face discussion of issues affecting the human capital working in companies is important to be known by the employees of the organizations at all given times during working hours. Surveys could be also employed at this strategy as it attempts to elicit information in detail. More over surveys can themselves lead to quantitative data (Saunders 2007). However since the agenda for this research paper was to elicit employees' with companies with opaque human resource policy and procedure and helped by their experiences. The surveys instruments become less appropriate as they do from other authors 'research studies dealing with employees experiences. In this study researcher has viewed the instruments to use for data collection and selected the interview approach over the other tools to find data from the participants found in

this study. There are other methods like the case study where other which can be used where in depth details of experiences of participants need to be elicited, this will not be appropriate as this research study is based on a small study and more over a case study focus on relationships and processes. This research paper primarily focused on the employees and managers with experiences as opposed to any interrelated parts. It then compared the acquired experiences with the expected requirements of policies and procedures that are therein discussed. Thus in effect this research paper examined not on what is happening for example policies and procedures but instead understands how participants feel the availability of these policies and on their experiences. Arguably this will be difficult to achieve within a case study scenario as it normally attempts to examine interrelations and causative factors instead of analysing the participant's experiences and interpretations of what they are experiencing. What they are experiencing in organizations falls under different perspectives in this research study. The universe of transparent human resource policy and procedure manuals relies on employee connections at the workplace which helps enhancing the quality of information put together. In researcher's understanding of the research methods, the researcher considers that the research study processes have wide varieties of interpretive research coming from phenomenology and symbolic interactionism (Cohen et al., 2011). The phenomenology is to describe people at work or performing different activities in their groups. These two approaches have different ideologies and experiences of human capital. This has any impact on transparent business administration and leader position in the company. It is useful to conduct the research closely linked to the research questions supporting the research topic. Researcher is pursuing the collection of information from the people who are involved on business activities in five different companies. A research study design has two main approaches favourable to most topics which are in line with the qualitative and to lesser extend quantitative techniques used to explore new topics based on the understanding of the human experiences and research

population. The understanding of research study should make sense of or interpret the phenomena in terms of meanings people bring to them (Greenhalgh and Taylor 1997, and Bowling 2002). On this dilemma, Researcher finds the understanding of the research approach in the two main research methods having impact of clarity and direct influence to the research study. The qualitative approach is used because it is influenced by practical evidence attached and found on the senior managers, managers, employees and other members with best interest on companies they are associated with. Like the quantitative approach which is used by researchers basing their data on statistical techniques, reliable information collected have evidence – based data (Hoe, Juanita, Hoare, Zoe 2013) In this, the interest to process the research study is utilizing the qualitative approach a social science research method recognized on the international research platform is selected. This will lead the methodology and filling the gap of appropriateness of the method and design. In this approach the literature review emphasizes on the qualitative research approach where Lederman et al (2015) in his article described theoretical framework as originating from the questions of “what is the problem? And how is your approach to solving the problem or answering the question?” This allows the selected interview style to be used in the research process. It is the way interviews are conducted in which it produces good findings. The noticed problem can be easily noticed and that problem will have solutions from the management. The qualitative research approach has the solutions used by the researchers among other research methods as it directly deals with people. In pursuance of research approach, there are many ways used to conduct research study. The research investigations can be carried out in the different approaches. Many research authors explore on fundamental aspects of research methodologies in contributing to research quality (Walther Joachim, 2014: 450 -462). Researchers mostly found qualitative research method and approach to be suitable for perfectly dealing with the human capital issues more clearly and in particular on transparent human resource in companies with laws, rules,

regulations, policies and manuals. This approach increased research quality supported by the broader adoption diverse of qualitative methodologies recommended by the international research community (Borrego, 2011, Borrego, Douglas and Amelink, 2009. Douglas, Koro – Ljungberg, and Borrego, 2010, Leyden, Moskal and Pavelich, 2004). The research approach remains key to the processes of the research study where all things are equal in the events of research performance. The other research approaches deal mostly with large numbers and statistical figure to provide the final solution on the problem as this was shown by Schagen, (2000: 299). In his research journal stated that “doing quantitative research in the social science most of final solutions would require statically calculations of figure and number found in the research.” The adopted research approach utilized by the researcher was suitable for conducting investigations under harmonized atmosphere suitable for different occurrences, events, characters and attitudes of the people involved. The research approach in developing, substantiating correct information for creating data was a key to open the door of the research topic and objectives, values, problems and set result including findings of the research study.

Good research approach has an impact on the search which has the reliable information right from the commencement of the research project. The research approach has any advantage of the researcher knowing the identified research problems emanating from companies. The produced evidence was based practice found in different companies. Companies should hold on the best standards of operations on daily basis. In this understanding of the qualitative research approach, DiCenso et al. (1998) and Godshall, (2009), in their findings on nurse research study argued that, “evidence – based nursing offers a prescriptive approach to the nursing practice where in reality it allows nurses to decide how the relevant evidence is to the practice and for patients.” This approach by the researchers is consistent and also provided facts at the time of considering the operations of companies with opaque human resource policy and procedure on employee engagement. There was no evidence – based practices which were

leading to employee commitment, motivation and transparency in performing their daily operation following set standards. The research approach should be strongly supported by evidence - based practice. This was supported by Rycroft - Malone et al., (2004) found in Hasson, Henna et al., (2016: 597 – 612). who added reasonable facts by stating that, “evidence based practice increase employee skills, experience and expect knowledge.” The sharing of information made the research approach easier to reach all people with the correct knowledge and skills in all companies. Qualitative research approach had any impact on all stages of putting the required information together towards research design following the grounded theory and practice approach. Organizations have the right to protect the employees by policies and that the classic, normative approach to ethical issues and contextual approach to the management of rights at workplace through human resource policies which are presented according to the need of the research study. Research approach for researchers was considered as very useful and important to the readers. The paradigms found in the processes of the research study has the strength to increase the impact and transparency in human resource policy and procedure on employee engagement. The reliability of the information researchers investigates in the research study remain valid if it follows the required processes and procedures found in the ethics principles. The argued facts on the transparent human resource policies and procedures and employee engagement research study showed the companies with opaque policies that human resource management policies can be different depending on the approach to organizational management structures. In this research based on Social Science, qualitative research is the way data is collected from the individual and group of people in the companies found in Zimbabwe. Research structure had to stick on the elements found in the research project. Qualitative data is flexible and allows room for adjustments within the dissertation processes. According to Hoe, Juanita, Hoare, Zoe, (2013: 52 - 57). “there are two main research approaches which are quantitative and qualitative.” The approaches are used to

explore new research topics providing good directions on the interpretation of each phenomenon meant to be investigated. The quantitative approach has techniques which are used to test hypotheses. The solutions are achieved, and influenced by using statistical figures and researchers with good background of using figures and graphs opt to use the quantitative approach. The qualitative techniques promote the good interpretation of new topics with closeness of human experience able to interpret contains of the selected phenomena. People able to know the meaning of the phenomena bring the correct information to the researcher. According to Pilot and Hunger, (1995) it is the qualitative data utilized to discover new ideas in form of theory and hypotheses used in the research.” Researchers pick the most reliable and valid method suitable with good qualification of information be used in study. The third research approach is the mixed research approach where the quantitative and qualitative approaches are combined and Bryman 2006 and Greene et al. (1989). refined the method as methodological triangulations where ever the findings were from two sources. Bazeley, Pat (2006: 64 - 74). stated that. “two approaches produce a complementary from one method by using another method.” The research approach is easier to be used by researchers very familiar with current software which enable to put together the information collected from all sources of the research findings by means of category codes from each research approach.

Furthermore, research design is a framework for planning research and is intended to answer research questions build in the project document. The researcher had to produce original data through investigations utilizing the qualitative research approach. The original data had been found through interviews. That made the research project to be valid and relied upon by the readers. The information put together makes the research more original, combined with planned timeframe researcher’s effort and well organized participants found and free to share information to create data. In as far as the information is, researcher had been confident that providers of such information are psychologically fit because the reliability and validity of the

study depends on how the researcher collect, measure, analyse and interpret data (<https://www.scribbr.com/research-process/research-design/> This provides the really research framework building aimed at substantive method and design utilized to meet the goals of the research project. This is why Hoare, et al., (2013). stated that “qualitative data can be used to generate ideas to address qualitative method.” The whole idea was to understand the research questions which build the research design. Researchers have to deal sarcastically with the matching of research questions and the recommended research topic and the design steps. The design steps found in the approach and design strategies were lined in the following order and participants were made available and accessible from the five companies in Zimbabwe. The researcher had to make decision about:

- The type of data needed.
- The location and timescale of research.
- The participant’s source.
- The variables and hypotheses.
- Method for collecting and analysing data.
- The tools to be used during the interviews.
- Interview meetings type
- Purpose of interview.
- Results of the study.

3.4.1 Type of data needed.

The research study was prepared with plans to avail data from 5 selected different companies found in Zimbabwe, the plans contained the type of data required for the research project. Zikmund (1988: 41). defined it, as “a master plan specifying the methods and procedure for collecting and analysing the needed information.” The technics, tools, and the way data was to be stored. It is prudent to have the size of collection points, the measurement and formula

easy to use during the collection of information to generate data. Most important is the method used to collect data. Qualitative method of interviews is the most appropriate social science tool to collect information from the companies. These tools assisted to build the required information. It was researched through the interviews and the design was descriptive. Finding the information from the companies, researchers have to practice good behaviour and ethical attitudes and mannerisms. Research design is the method of building decisions before a situation arises in which the decision has to be carried out. The employees' performance found in companies had to have the decision making skills.

3.4.2 The location and time scale of research.

The research design was carried out from the 5 companies in Zimbabwe where all the logistic to conduct interviews were organized before the research project commenced. The head offices are situated in the capital city. Their operations are spread throughout the nation and designed for marketing the goods and service. There no logistics of transport costs and accommodation as all participants were located at their workplaces found in the main city. Permission to use companies' premises was granted. The researcher was granted permission by the heads of companies to use their board rooms for holding interview meetings which are fully equipped with necessary tools to assist in the interviews. Having the opportunities to address the Chief Executive Officers on carrying out the research study all things were possible to work out plans.

3.4.3 Guide on Interview.

Researcher is guided by setting convincing research steps and utilized the interview tool to rely on and continued working on research study processes. This comes from other direct qualitative research carried out such as survey, case study, observation, ethnography, interview, experiments (Lincoln and Guba 1995, Robson, 1993, Silverman, 2011). These have different variances in qualitative research approach at different research levels. The styles of research differ from the phenomena being studied by different scholars who have their own ideas and choices. The interview produce information from the people who are directly involved in

carrying out goals and objectives of the research study from different companies. Researcher finds information from the process of accessing, reliable facts, points as responds from different people providing information forming data from individuals and groups. The quality of the study determine best evidence found from the source. It is on this approach found to be a reliable method used on the processing of design. Management theory and organizational theory took the lead in supporting the research study in human capital activities. Theories assist in solving different work challenges which are found in the research approach. The way researchers managed the process of information to form data has a strong support from other academic theorists in different scholars' views. The research method is favoured for use in the study project as it carries the detailed information and its validity. The qualitative research approach as a social science tool which opens the gates of the interview research method. Merriam (2001) suggested that "some methods are a researcher's lens with which to view the world." It is this view which provides the way to the research process in this study. The research process has all the information found in the organizations and companies which were selected to conduct the research study in line with the chosen research topic which deals with companies' regulatory framework. The use and purpose of human resources policies and employee engagement is topical on knowing the purpose and use in companies. Production of goods and services are affected by the leadership styles not considering people at workplace.

3.4.4 Research Process.

As any introduction to research process there is separation of quantitative and qualitative research approach and work on one method the qualitative associated with different ways to cover required research formats. The research process includes identification, finding out, assessing and analysing the information to support the research questions. Gaus Nadiana, (2017: 99 – 112). penned that, "development of own imaginative ideas based on the qualitative research social science style." In this process some companies are intended to have quality

management ideas in their meetings and the human resource management systems aimed at high performance and good working environment (Keeble – Ramsay, Diane, Armitage, Andrew 2010: 5 – 25). The process should embrace the employers where transparency information delivery captures the most important issues required on employee engagement. Communication is a key to success where utility of proper documents are available to all the groups involved in research. This process remains the back – bone of positioning companies, strategies and simultaneously encouraging organizational performance. Guest, 2011, Lawler, 2005, Ulrich Younger, and Brock Bank 2018 emphasized on the companies to use organizational performance to add value to products. Business administration provides human capital with good understanding on operational activities and commitment to work utilizing skills and experiences. The process is aimed at advisory role to some companies in Zimbabwe to observe the rules, laws and regulations guiding the legislation of companies, implementation of policies and procedures produced by government of the day like the labour act Chapter 28: 01 of 2003 found in the statute law of Zimbabwe. According to Pierre Richard, (2009: 3) “Companies have to measure the organizational performance with best practice to achieve value for money.” This value is found where there is transparent policies used in organizations.

Academic literature shows that most qualitative interviewers will have a list of core questions that define the areas of the research study to be covered. Researcher therefore decided to follow a simple recognized research process commencing from the origin of the research study. This information is found in the table 1 with a topic research process seen on the proceeding paragraphs. The process aimed to explain the issues covering the intended approach to the working of the research project from its initial stage to the research proposal and its submission to the University for Approval. This first journey of the study was travelled and ended with the authorities allowing the researcher to continue proceeding with the research study to its final destination. Though the limitations were enlightened by the authorities who gave a greenlight.

The aim of research process should contribute to meaningful results where the planned communication of business strategic plans to the employees and their supervisors. Production of quality goods and service may serve the companies on the competitive market found prevailing within the country and internationally. This is found where human research policy and human resource procedure manuals contributes to the successful match to the employee engagement in different companies. The used of organizational theories and practical performance at the workplace has any added advantage on producing quality goods and services able to beat market forces on demand and supply arena. This has been seen in the newspapers and financial gazettes published by companies. Added advantage is the good communication found between employees and top managers.

The research process is one of the most important function the researchers have to pay extra attention on the dissertation lay out. In the research process all the facts and information supporting the thesis should be made clear with correct literature references which are supporting the research study and confirming on what the researcher's trend of knowledge on the given topic contains the philosophical know how of the subject matter. The readers of the document produced have to gain something from the knowledge given the study showing good solutions and recommendation for change. It remains a great problem to keep good ideas silent in the tank of knowledge without sharing it with the others in a similar situation of controlling their companies through human resource policy and procedure manuals. As we all know that companies are formed for a purpose to supply products and services to individuals, groups and the nation at large. No job is too small or too big in producing quality goods and services in a company. The organizations in a bid to have the employee well connected on their jobs there should be communication among the employee using proper tools crafted by the companies. The organizational performance has to be lined to the companies' objectives and regulations. These have to be used as the main guideline and fall back information on different tasks given.

This is found in the research process as seen in the table below.

Research process Table 1

Chose my Topic	Transparent human resource policies and employee engagement: Study of 5 selected Companies in Zimbabwe.
Narrow it down to my niche.	The impact on transparent business activities which are attractive to use as rules and regulations to add value to the companies.
Identify research problem/ purpose	Companies with opaque human resource policy and procedure be identified and assisted. Encourage communication between top managers and employees by good connections internally and externally. Find out companies with transparent human resource policy and procedure whether they are implemented at workplace.
Develop clear research questions.	Why managers of companies with opaque human resource policy and procedure fail to perform? How managers with transparent human resource policy and procedure manuals excel in business activities.
Create a research design to answer questions	Prepare a research framework fulfilling the objectives and goals of the companies by providing a research proposal detailing what needs to be done for helping the employee welfare.
Write a research proposal	Forwarded a research proposal and was approved by the University authorities.

After setting the main issues of the actual information utilizing interview research tool is maintained. Stake, 1995, Bassey, 1999 and Yin 2009. stated that, “use of the interview as the methodology give better results.” The research interview is arranged based on face to face interview to collect information to form data in a bid to answer the research questions. Face to face interview has a robotic impact on both the interviewer and the interviewee with free discussion. Basics of information gathered is clarified in the question and answer interview. Information is taken by means of minutes taking following all stages of the interview. The interview instrument is one of the important research approach used in qualitative research approach on and why the interview was selected among other research methods.

3. 5. Selection of Research Methodology

According to Britten, (1995), the main different research methods are qualitative, quantitative and mixed which is way of investigating issues to get information assisting in compiling data.

The research study was focused on understanding meanings and involves collecting and analysing qualitative. Kasu (2019), penned that “population sample size and data collection is best achieved using qualitative methods.” Qualitative research approach has the best components and ideas with good techniques used as it is a social science methodology to source information to form and analyse data. The method is the most suitable to source information.

The interview is arranged in 4 interview sets scheduled on selected companies in Zimbabwe. Interview method is covering the four main sited issues of managers and employees of companies with transparent and opaque human resource policies and procedures. These are well explained using the qualitative research approach which has a clear explanation of the rationale for the techniques and show how they relate to research questions. Britten (1995: 25), stated that, “qualitative, quantitative and mixed methods are methods used for a research study.” The interview process resembles features of the numbers and grades of participants who were to be called for interview after a selection has been done by the researcher. The table 2 titled interview population below gives the detailed numbers and grades of the participants from the five companies. The number of proposed participants invited for the interview was one hundred covering the grades of managers and employees and actual figure of those interviewed are 63 participants from the different companies with managers and employees with opaque human resource policy and procedure and those with managers and employees with transparent human resource policy and procedure manuals at the workplace.

3. 5. 1 What is Qualitative research?

In this research study other readers may want to know the work of the qualitative as a method.

According to Parton, (2001:39) qualitative research uses a naturalistic approach that seeks to understand phenomena in context – specific settings, such as the real world settings where the researcher does not attempt to manipulate the phenomenon.” It is a special method designed to

deal with social science topics. Many authors define qualitative research in similar ways having as stated in the following context: - It has the technical aspects which utilizes naturalistic approach giving the researcher ability to understand the phenomena. It is a strategy that focus on qualifying the collected data which is formed from a deductive approach where emphasis is placed on the testing theory shaped by contained and positivity philosophies. Most important is that it relies from data obtained by research from first hand interviews on focus groups. In the process participants interactive shows which person has studied the topic to tell the researcher by telling their background lives within the companies they are providing services and why. Finally, Strauss and Corbin (1990:17) stated that, “qualitative research, broadly define, means of any kind of research that produces findings arrived from really world settings where the phenomenon of interest unfold naturally.” In this study the transparent human resource policies and procedures and employee engagement have a good base on originality. The researcher gains by understanding views of the field of the study by finding issues that involve the topic in the research study. It is the researcher who will be able to sort the information relied upon to include in the study. The study contains human resource management systems tools.

The table shows the required participants found in the companies which are targeted for collection of information from different sources. It is expected to obtain detailed information from the credible companies. Researcher has aimed to have a big sample to work with. Covid 19 disease made the sample to be reduced by half to make the number manageable under prevailing situations. The reduced figure comprised of 50 participants is showed in table 3. Researcher had targeted 100 hundred participants from the 5 companies to visit with equal numbers of participants to put together the information to form data. Similar objectives of the research study has been related to all the 5 companies because they are under the transport industry controlled by the same statutory laws. Employees are controlled by the same policies

and procedure manuals at the workplace. Researcher's intention was to have the big sample of 120 participants including the senior managers as shown in the table but the problem of suspected world disease made others to drop. The senior managers from all the companies did not agree to participate. The number of the intended figure of the participants could not remain on the focus the researcher had estimated due to the causes beyond human control. In the situation of the unexpected incurable disease affecting the whole world the researcher could not be able to increase the numbers but to down size the sample remaining within the recommended figure. Banerjee and Chaudhary, (2020: 60 – 65) stated that, “a sample of the research study can be reduced to a manageable number as long as it contains the limit covered within the qualitative research and qualitative interviews processes.” It is the detailed capturing of the correct information from the designed population which determines the principles and methods guiding the researchers in the bid to have the best solution to the problem found in the research study which needed to be investigated. Based on the population selected from the companies found in Zimbabwe all the managers and employees who are selected have the good experience and skills of more than five years working experience in the companies and are able to attend the interviews without problems of being victimised by senior managers. The provided table has the particular numbers of the participants required to collect information listed by grade, title, number of participants who were invited to attend the interview meeting and number of participants who were interviewed in the five companies in Zimbabwe. The process was based on the procedures required by the laid in the research study principles and the structure of the interview process. The laid down criterion was also put in place to allow participants to have the freedom and flexible time tables not disturbing their daily jobs. The opportunities of having the chances of thickening and rethinking on what has been said during the interview meetings should allow the participant to provide feedback supporting or opposing the information already shared with the interviewer at the time of interviews to give room for

amendments. It is the intention of this research study to unleash the hidden knowledge of the top managers with companies with opaque human resource policy and procedure being practised in the companies. The issues of controversy approach to the business affects the human capital at the workplace hindering good experiences, skills, training development already found in the employees and their supervisors. This has drastically contributed to the bad organizational behaviours and attitudes found in the managers with opaqueness.

This has been found by other authors who carried out similar studies using qualitative research method and discovered that the companies were using unsolicited bad organizational management systems to divert the employees from using their experiences and skills at point for a good purpose referring to the human resource policies and procedure, operational manuals to guide their daily good performance. Becker and Huselid (1988: 53 – 101). stated that, “High performance work systems and company’s performance put the production to a higher level.”

It is the intention of all the researchers to make the companies understand the welfare of the employees by putting the correct human resource policies covering most of the jobs with manuals to refer on how each job can be done with the speed it deserves. The companies with no transparent human resource policies be able to learn from well established companies which has remained in business for a long time. Learn how they have managed to keep going for more than 50 years without liquidation. Researchers are finding solutions to improve the way companies are managed to enable them grow big on industry perceived duties of production.

Data Collection figure Table 2

Interview	Face to face constituted of interviewer and interviewee meeting.
Invitation of participants from different companies.	Informed consent form for participants were delivered by the interviewer to the invited people.
Place of interview meetings	Meetings were conducted in the participants' Boardrooms on the set date and venue.
Location of respondents	Harare City == Zimbabwe
Number of participants invited	100 and number attended the interview 63.
Number interviewed	Companies 1, 2, 3, 4, and 5. The distribution of participants had the figures which gave the total interviewed total number of 50 participants

Data collection is found from the source and in this research study it is from human capital employed by five different companies in Zimbabwe. According to Alexander et al., (2005) confirmed that, “qualitative methodology a social science technique is used in interviews.” The data collection in form of technique of elite interviewing discovering sample relationships between the methods of process tracing of data is convenient to researcher depending on the research study (Qi sin, Transey, 2007: 765 – 772). Interview has to be supported by evidence based on information found in literatures from different authors, theories from authors and various researchers’ journals and articles.

The research questions form the root of the coordination of facts, strengthen research investigations and data analysis. This is arrived at by matching what is being investigated by the researchers on its topic and tools used. The business administration in some companies in Zimbabwe showed by the rate of cases appearing on the labour disputes forces the research study to be conducted and have its consequences on employee engagement to be known. Observation of high employee turnover referring to lack of transparency human resource policy

and procedure manuals remain a challenge. This is caused by senior managers contributing prim face impression of ill effect of not making policies and procedure manuals available to employees and their supervisors. Slukovic et al (2008: 689 – 713) stated that “the impressive ethical principles be followed as in putting qualitative data in its proper perspective.” Top management in some companies in Zimbabwe on the basis of their own policy and procedure show opaqueness and others provide transparency in business administration. Kinnaird (2000: 55 – 59) also stated that “a policy and procedure manual is one particular tool that has been a cornerstone of effective communication between employees and managers regarding the companies’ goals and operations.” It is prudent to develop research questions to support the research investigation. Listed below are the questions which were used to collect information from the selected participant from the 5 selected companies in Zimbabwe.

- What are the reasons of having opaque and transparent human resource policies?
- Why should employees working in companies have transparency in human resource policy and procedure manuals?
- Do these human resource policies and procedure manuals add value to the employee engagement?
- Why are the companies with employees who do not have transparency in human resource policy and procedure manuals fail on employee engagement?
- What is the impact of opaqueness in human resource policy and procedure manuals on employee engagement?
- How then do we compare the impact of opaqueness on transparencies in human resource policy and procedure manuals on employee engagement?
- Do they provide a reasonable rational in the workplace?

- What are the reasons of studying opaqueness and transparency based on human resources policies and procedures and employee engagement in a company?

Interview Process based on face to face interviews any instrument of qualitative research method is used to collect data. Following the above questions. Interview is a flexible tool for data collection, enabling multi – sensory channels to be used such as verbal, non-verbal, spoken and heard (Cohen, Manion and Marrison 2013). It is a question and answer approach following a step by step method to collect valid information. This approach assist on the follow up of information and proper participants provide the answers to the required questions. It helps the researcher to check on the validity of the required information to form data. Human resource policy and procedure on employee engagement is there to work as an independent variable in this research study. The employee engagement shall be used as the dependent variable to constitute themes. It is the idea of having the social science and qualitative methodology approach which is to provide information and directions to collect information to form data from different sources. The information is collected from permanent employees in companies.

Utilization of interview process, semi structured open ended questions are important in the process of discussions. These questions have a latitude of flexibility allowing the chance of members to be free to ask further questions to increase their understanding of the research study. The technological video by Dyce Jamie presented the face to face interview helping confidence of the interviewee and interviewer in sharing confidential information.

The questions are asked defining the areas to be explored at the beginning and are expanded to divulge the facts and ideas forming the required data. Gaus Nurdian, (2017: 99 - 112) stated that, “a good selection of research designs show the perceived approach to a qualitative research.” Researcher has to carry out a research processes based on the methodological perspectives to produce quality research generated from the correct research findings. The

quantitative research approach is more favourable to test hypothesis in determining the cause between the variables characteristics and values that can be changed and measure the frequency in numbers (Fowkes and Fulton 1991, Greenhalgh 1997, Bowling 2002). Researcher cannot not fully use it on the research approach dealing with people's conditions of service. It brings good results to prove the topics dealing with surveys and statistical information. It is the qualitative research approach which can define the human capital social science design to match the research study and the intended findings. The example in Britten, (1995: 251) on Medio Legal Aspects, in the conference of General Practice United Medical and Dental School of Guy's Thomas's Hospital in London penned that "the clinical efficacy of combination of dubious and researchers query on the Medio legal aspects of practice is good in addressing qualitative research approach". The process clearly shows the strength of the qualitative research method between the two methodologies depending on the type of research study. This assisted the researcher to work with the topic. Qualitative research methodology has been found by many authors investigating the cases of human capital and similar topics to be one of the best method in the history of qualitative usage to support the cases. The development of including the human resource management in the social science techniques helped to break the gap found between the managers and employees found on communication channels at work.

3. 6 Research design.

The research method followed qualitative research. Cohen et al., (2013) stated that, "method used with interpretive research methodologies coming out of the symbolic interaction of the phenomena." The findings of the research design shall be a blueprint and or framework for fulfilling objectives of the research and answering the research questions. Design is a master plan specifying the methods and procedure for collecting, processing, and analysing the information to form data. Denizen and Lincoln 1994, Crotty 1998, and Creswell 2008 recommended qualitative approach interviews as a good instrument to collect information to

form the desired data.” At this processing stage, this is where the collected information is in summarized categories from a bigger population to a manageable population and analysis shall form meaningful data. In this way, it is said research design is the end contributor to authentic knowledge leading to the related literature. Researcher finds the research approach and design to be working hand in hand on research study investigation. Furthermore, Pilot Hunger (1995). penned that “qualitative data can be used to generate ideas (theory) or hypothesis which may be addressed using quantitative.” This helps to consider the design of the qualitative research approach in this research study to add value for research.

The research approach and design interrelate each other in the qualitative research method which has the record of producing valid results. Interview process is well guided by the selected research topic. In the interview methods there are many approaches to support the proceedings of the research study and its objectives. The unstructured and structured among other methods are predetermined by order of the questions. It is however affected by disadvantages of time and skills to analyse the data. Research approach describes people at work performing different tasks in companies and how the different methods are used in working with their everyday life. Boyd Sherry (1985). penned that “Father Research method describes activities of father outside the home at the same time merged with activities performed at his home”. These jobs may be similar in actions but remain different depending on environment and situation and or place. In deciding to take sample design, a procedure that uses small number of items or positions are called a universe population to include the whole population. The selection process from the population estimating the required number is the technique used to form a sample of the research study. The two setups vary because father get information from wife and children after mean interviews with his family. In this example, the design framework fulfilling the objectives of the research is, in answering different questions from different participants. Research approach and research design complement each other in the research study. The indication of

each research study aims at reducing and maintaining low costs in the companies. The research approach and design coordinate the objectives of the research study.

The interview method has the capacity to produce information to form data categorized in stages of reducing quantity found in the larger population to manageable size. According to Onwuegbuzie et al., (2010: 696 – 726), narrowing downwards has a strategic design to guide qualitative data collection.” Researcher specifically present the research approach and design and strategies for data collection from the interviews with the permission from five companies in Zimbabwe. Where there is dire need for evidence to get from individual face to face other information to confirm validity of information from documents such as monthly reports, annual reports, company magazines, internal and external audit reports, companies’ board of directors minutes, policies and procedure manuals and any other related information leading to the confirmation of the information collected may be required. It is also considered to document materials of organizational culture and background as sources of data in qualitative research pertinent research study. In this study it brings the desire to record sound findings to assist the researchers of same research topic and companies with or without human resource policy and procedure on employee engagement to have an understanding of the importance of business transparency on organizational strategies most found in companies.

In collaborating all issues raised on the research approach and design, the gathering of information to put the research study into its rightful perspective needs a through literature related information to the selected topic. This helps to pin point the correct data and its sources. Researchers have the opportunity to verify the information from other scholarly journals and books to collect the reliable literature for the research study as part of the instruments and tools. These instruments have the bearing to the study preparations and information for findings and results was vital to solutions required to bridge the gap on communication channels in different companies. The communications gap was one of the main factors which affected the

production of goods and services intended to help the goodwill of the different companies in Zimbabwe and led to unethical business practices at all the levels of organizational culture.

3. 6. 1 Population of the Research.

On dealing with reflection of selected companies in Zimbabwe facing two paradigms where managers and employees with companies with opaque human resource policy and procedure and to a greater extent failing to engage employees on business activities researchers need to be vigilant. Where companies with transparent human resource policy and procedure communicate with employees increasing employee engagement a balance of fairness is found. Assiamah, Nester et al., (2017: 1607 – 16) penned that, “there should be a general target of accessible population sampling demarcating concepts of effective application in research.” However, qualitative researchers work with small population to achieve the required information with credible evidence. The main issue is to be able to find in depth of the required themes within the set research study. Assiamah, Nester et al., (2017) stated that, “the research study has to depict how the research goal, contents and assumptions can dictate the content and concentration found in population on qualitative inquiry.” The detail of the population in all situations have to contain the ability for the sampling connotations showing stages of population coding, categorizing and saturation. These are tools used to size sample. Choosing a representative sample from the population is very important. Sampling is the process of selecting a suitable representative part of a population for the purpose of determining characteristics of the whole population. Thirteen participants were added to the interviewed and that resulted in theoretical saturation. As participants were chosen from companies in Zimbabwe by using simple sampling and categorising sampling which is linked to qualitative approach, it was easier to arrive at the required themes and coding of the data which was put together. Credible information found from the right sources are having value in the study.

3. 6. 2 Research criteria.

The researcher considered Companies in the Transport motor industry with similar objectives, goals and strategic business administrative plans in their operations. The guidance of company's activities link to each other and are governed by the same statutory instrument. It was prudent to use the same criteria in selection of the participants. In this research study the researcher used the following criteria which is suitable for qualitative research design.

In this research design the researcher applied the philosophical information from the selected companies found in Zimbabwe which are found in the transport industry.

- Managers with 5 years and above working experience in the company. Having the knowledge on how policies and procedures encourage employees performance at the workplace'
- Employees with 5 years and above experience working in different departments of the companies.

The target population to collect information come from the five companies found in Zimbabwe. Participants have good background and experience of the business activities of their organizations. In choosing the selected participants it is difficult to guess who can influence the research credibility on the basis of the researcher's knowledge and understanding of definition on choice of the research study. In so doing, other researchers Banerjee and Chaudhary 2010, Lunsford and Lunsford, 1995 accepted that, "sampling bias characterize a good number of research studies." The population of the research study is accessible in geographic areas with centres in Harare City. These are included in one code and category on the collection of information from the people's large numbers to the small numbers. The population of the research study is drawn from the figure found from the five companies in Zimbabwe. The total number of participants is 120 and only 100 people received the invitation

notices 63 acknowledged and 50 accepted to attend the interview meetings. The qualitative research interview according to Britten (1995: 251) allows the facility on the estimated small figure of 50 participants to be a considerable figure to provide reliable information to form data. Researchers may categorize the information to form data from a larger population to a manageable research population. In this view the general target of the accessible population is found in table 3 providing the breakdown of the figure of who received the invitation form in the five companies. The targeted population needed to source information to form data required for creating themes is found from companies in the transport industry in Zimbabwe. These companies are working together under designated medium and large in size. Their main functions are useful to state assisting mobility of workers and public to and from workplace, traveling long distances in the national road map. The services are essential to the individuals and groups in assisting the economic growth of the state and welfare of people at large.

3. 6. 3 Characteristics

The interviews are conducted at a particular point of recruitment where the venue is chosen to limit costs and have the security of the participants. The interviewer and interviewee are protected from the public interferences due to private venue found at their workplace where a relaxed atmosphere is at their disposal. Board rooms are found at their head offices, provinces.

Just looking at the background of the research study, guidance and provision of information can be easy to collect from people performing work in the companies. Hattrup, Steven, Edwards Mark, and Funk Kenneth, (2020), penned that, “information from theoretical reflection shall constitute good work.” Researcher argues that, close relationship between research study characteristics and common job characteristics that employees consider as important include (a) positive interactions with people, (b) work that provides social value, and (c) control over work. Researcher finds such characteristics conforming to the human capital’s

involvement at work. These characteristics stimulate the mind sets of the participants and the interviewer. The study topic is following the characteristics of the human capital at workplace. Sharing valid information to fulfil the requirements of the tasks on hand that they be completed.

The interview meetings are characterized by good behaviours and attitudes of the interviewer and interviewee during and after the interview meetings. The environment influence clarity, reliability of shared information that add value and credible information to the study. Acceptance of effective design and redesign of information shall aim to suit the research study. Employees should follow the work design acceptable to work designs that are having meaningful sense, engaging and promoting the well – being of employees. Outside the interview and at work, companies with employees with opaque human resource policy and procedure has their situation found different due to mistrust. In this study senior managers, managers, and supervisors with companies with transparent companies' laws and regulations design work according to different jobs assigned to workers in line with their skills, qualifications and experience. They are expected to excel on the tasks as required by their senior managers. These employees are attracted by high salaries and wages paid to them in companies and remain committed. However, those who are not exposed to rules and regulations of the companies perform under difficult conditions of service full of misery.

3.6.7 Interviews Strategies.

Based on scholarly literature knowledge is found through familiarization with the focus on the interview of the kind used in different surveys, interviews have different but similar tools where researchers are able to follow and be aligned to the research study. On structuring the interview researcher has to actually understand the purpose and ask the interviewee relevant questions in the interview meetings. Process has to be clear to both participants and use of short, easy, questions well understood by the interviewer and interviewee be freely exchanged. It is better

knowledge to listen to each other during the interview discussion by letting each other show his or her thinking. Creswell, (2013) stated that “interviews in qualitative inquiry is a traditional form of generating data from people.” The information collected is sensitive and two participants have to listen to what is required by each other for putting correct words on paper from the meeting. It is important on interviewer to let the interview proceedings be flexible to allow open responses. On listening researchers should know what they want to find out and also what the interviewees want to know. Researchers have to relate to what is said and in all processes and to what has been previously said during the interview meeting. Researchers should avoid misrepresenting and elucidate the actual meaning of the interviewee’s statements and or construe what has been originally said. When talking few clear words, the meaning and understanding of the information shared remains substantiated by two participants without understanding each other. In following interview strategies, interviewer and interviewee are forced to conform to ethical principles because of sensitive information being shared in the interview meetings simultaneously respecting ethical dimensions of the interviews, protecting the interviewee and promising to keep the information given very confidential. The researcher has to be reliable and keep the confidential information under lock and key all the time he/she is not using the premises or venue where all the information relating to interviews are kept.

That has been the way confidentiality of information is kept to safe guard the participants.

Having many researchers looking at the importance of human resource management, mostly they want companies to be able to produce quality goods and services for the global nations. This desire is within the researchers who investigate human resource management performances in different countries. Ghalayini Yousef, (2017: 65 – 80). stated that, “people at work using human resource policies should have the right qualifications for the jobs.” In examining effects of individual employee performance, researchers aim to evaluate how people at work perform duties linked to knowledge, attitudes skills matching jobs. It is the human

resources department responsible for keeping different management policies, procedures and companies' organizational structures. Employees' practices should match the desired goal and objectives in line with different jobs. The policies and procedures have to be implemented within the different branches, sections, and departments adding value and employee outcomes. This study aims to understand how managers and employee with companies with transparent human resource policy and procedure and employee engagement are performing jobs at the workplace and some companies with managers and employee with opaque human resource policy and procedure and employee engagement are performing jobs without proper policies and procedures. It is clear that many researchers are focusing their research aimed at understanding the effects of management on performance in companies as more important to increase effectiveness. The management theory is a social science tool in scientific management used by organizations on production plants, equipment and human capital. However, human resource is least considered by top management though they remain to be very important to the companies. Workers implications for Hurricane affected Gulf Coast region industrial companies. Bryon and Peterson, (2002) also stated that, "Organizational responses in the aftermath of a disaster have a unique influence on psychological strain." This justification on human capital effectiveness has impact on companies in a disaster state and in the economic hardship. Likewise the same calamities on not using human resources policies may affect companies in Zimbabwe workers being affected with stress. In this research study, researchers suggested that the effect from man – made international disasters and terrorisms may cause greater mental health consequences than other effects where companies have disengaged its employees. It becomes difficult to reengage them because those with experience, good skills, and professions in line with different jobs will disappear. Recruitment of new employees will raise costs and the outcomes is also affected. The companies with transparent human resource policies and procedures and employee engagement have commitments,

reliability, honest, psychological attachment, good attitudes and behaviour at the workplace at managerial and employee levels. The output of products and services remains on high demand, attracting valuable incomes from its proceeds. Researchers are attracted by contributory results from developing companies displaying good measurements in the study. The essence of the whole research leads to establish the purpose of human resource policy and procedure on employee engagement at all levels of production in companies with transparent human resource policy and procedure and those with opaque human resource policy and procedure. Those companies which know the purpose of company laws, regulations, and how they are interrelated and interpreted at the business activities can succeed in their operations. Knowledge is the master peace of companies' success in countries and in individuals.

The concepts of having justified measures/instruments of research tools has to be justified in study because they aid value to the business opportunities in the growing markets. This has been established in the developed communities that the customers require goods with a reasonable price having paid money to buy the products. The use of human resources Policies and procedure manuals including companies' regulatory framework create human rights. The issues of good conditions of service for the workers employed by the companies are put to rest if they are properly followed by the senior managers sharing with the human capital at work. The workplace is found to be the place where the workers spend most of time during the day.

3.6.8 Categorizing and coding.

It is the usable data collected from the participants needed, and that invites researchers to take steps and parameters following the scope of the study according to the requirements of the topic. The study design has to account for research approach and its population set to provide information. Understanding the development of the topic, its density may produce quality of data and the study design. Coding and categorizing the information gathered assist to produce manageable figures. Table 4 below shows the reduced population from large to small

commencing from category 1 to category 4. The sample population from large population to a small manageable sample in which researchers write the data from participants drawn from the larger population. The saturation is arrived at in interview where same facts are given.

The table is illustrating the importance of coding the information put together in the research study. Researcher working out from transcripts organized qualitative data is found important to identify different themes and their relationships in the research study. Researchers use qualitative research because coding assists them to access and refine themes from the data to suit the research topic simultaneously identifying themes patterns and categories required in the study. In this study coding in the process of labelling and organizing qualitative data to identify themes and their relationships in the research study. This relationship help the coding processes. The movements is made in the importance of qualitative research is that of assisting the researcher to retrieve similar pieces of information found in the massive amount of data collected in the research investigation. The labels can be in form of words, phrases or even numbers found in the transcripts of information collected from the source. These words, statements phrases and body language cannot be translated into clear graphs and tables. Categorization is a major component of qualitative data analysis by which investigators attempt to group patterns observed in the data into meaningful units or categories. This coding of the content can produce categories as researchers discern linking patterns between or among the individual codes. The interview sets of questions to source information to form data were based on the participants found from the five companies in Zimbabwe. This information are the sources of the qualitative data analysis found to be suitable for the formation of different categories. In depth semi-structured interviews shall be used as a means of collecting the data. The rationale for using interviews as the research method is not only because they allow questions and answers raised to be clarified, but also allows this researcher to understand what mostly matters to the staff and most of the other studies done to date also used this method.

This research shall transcribe the data and use thematic analysis to draw themes from the data and categorise them into meaningful patterns. This process will involve coding speech into meaningful categories and which in turn allows the large amounts of text to be organised and thus discover patterns that would be difficult to detect by just listening to an audio recording or reading a transcript (Kelle 1995, Flick 2009, Silverman 2006). Use and purpose are the key words on human resource policies. This chapter intends to state the research findings of the interviews carried out. It presents its findings using tables and has categorised the interview findings into different headings as per the themes that emerged during the transcribing and analysing process. It also identifies some of the ethical dilemma-research limitations-encountered during the research process and what was done to reduce the difficulties. After the analysis stage that involved the researcher moving back and forth within the textual data until awareness and an understanding of the participant's stories were reached. Such a framework was a result of the participant's experiences and keys out the different themes that were common with all the participants. Categorizing is movement of dependent variables and independent variables from a bigger number to a smaller number. These represent the gathered information found in the study. As the participants were the source of information, the number of 63 was arrived at by interviewing the first group of 50 and the group of 13 due to the problems of covid 19 which really disturbed the process and proceedings of interviews.

Participants Table 3 (a class or division of people or division of people with particular shared characteristics)

00	00	00	63
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The lowest figure is found by means of working with numbers through coding and categorizing the information from the larger population to the small population forming data. Formation of data and its analysis is done utilizing the smallest figure from the bigger population. The sample

framework from the population is within the people who attended the interview meetings and participants are drawn from 5 selected different reputable companies in Zimbabwe.

In this research study the samples are determined by their demographics boundaries separated by the statute Provincial set up of the day. Researcher worked with all qualitative data coming from interviews transcripts and have systematically coded and categorized them according to different characteristics found within the sample (Milne and Oberle, 2005: 432 – 420). The refining of final data is only formed from the five companies. It is the understanding of a sample that is a subcategorized 50dv by individual from a larger population. The sample frame has a convincing relationship with the research questions and themes to justify the research topic. Researcher finds the data to have clearly defined what the topic is and what its context of questions to be answered and its impact on transparency a bridge across the paradigms (Luck, et al 2006) on the research study and its findings.

The sample assist the qualitative data analysis to meet the research design utilizing face to face interviews. This innovates aspects of data integration of the project design as planned by the researcher. The data analysis followed a 50 + 13 familiarization of information from participants on a bid to obtain an overview of in depth of the data put together. Management theory and literature framework from other different authors helped to identify important issues. In the social science study portfolio qualitative data has laid the foundation of research design and its criterion by means of the samples drawn from larger population to small. This follows the way of (a) using the appropriate research questions to the individuals and groups where origin of the data findings are, the order of similarities and their differences are found, (b) having small population coming out of the larger number of variables by coding and categorizing forming themes and (c) taking into account available resources and time factor in the processes. However, there are no short cuts associated with the techniques found in the qualitative research analysis (Lacey and Luff 2007). The sample criterion may vary according

to researchers on the research approach. Finally, it is the companies' desire to have transparency in business activities to increase employee engagement and produce quality goods and services on long term survival in all economic situations. Be able to successfully solve issues in some companies with opaque administration and influence them to observe the laws. Opaque administration has a short span of serving in the successful business activities and its objectives and goals on long terms business projects. Human capital' welfare and social admiration is not considered by the top managers of the companies. This may be found from the interview meetings on the research study through question and answer discussions.

3. 7 Materials/Instruments of Research Tools.

It is the concerns of the government of the day to have companies and organizations performance raised to match the needs and wants of the whole population under its administration. Many researchers, scholars embarked with great zeal and interest to contribute in the importance of improving companies' good performance by increasing new public management, performance management (Boyne, Entiwisele, 2010, Swart and Kennie, 2015). Companies with Policies are able to measure the business activities utilizing materials, instruments of research tools to achieve the reliable research findings. Researcher therefore, considered to do a research study on some companies in Zimbabwe that operate business showing managers with transparent and opaque human resource policies and procedures achieving high yields in production of goods and services. In the same intake some companies with managers with opaque human resource policy and procedure in different demographic environments showed unsatisfactory business performance. As the main obligations of companies are to provide the whole nation with the required goods and services to foster a favourable unique economic stability on public management. EL – Ghalayini, Yousef, 2016 in their article of 2016 advised that “public administration has undergone major changes and effectively replaced by a model of pubic management.” by government. This has made the

organizations considering management practices including human resource management, leadership and management performances. In approaching research methodology, consideration of materials, instruments of research tools to be used on performance measurement by means of the same is adequately recognized by the researchers based on business management approach. The main reasons of having the research study on the education forum is to improve the facilitation of good cooperate governance of some companies in Zimbabwe during all economic situations. These facilitations can only be done by researchers who utilize different research methods as part of the materials, instruments of the research tools. The companies of the day have the concerns of the government of the day to have quality goods and services and organizations performance raised to match the needs and of the economy supporting the demand of wants and needs of the whole population under the state administration to serve its political power. Many researchers, scholars embarked with great zeal and interest to contribute in the importance of improving companies' good performance by increasing new public management, performance management systems (Boyne Entiwisele, 2010, Swart and Kennie, 2015) and simultaneously be able to measure the business activities utilizing materials, instruments of research tools to achieve the reliable research findings. The researcher therefore, considered to do a research study on some operando of business showing managers with transparent human research policy and procedure achieving high profits in production of goods and services. In the same intake some companies with managers with opaque human resource policy and procedure in different demographic environments showed unsatisfactory business performance. As the main obligations of companies are to provide the whole nation with the required goods and services to foster a favourable unique economic stability on public management (EL – Ghalayini, Yousef, 2017: 65 - 80). This has made the organizations considering management practices including human resource management, leadership and management performance to be reviewed regularly. In

approaching research methodology, consideration of materials, instruments of research tools to be used on performance measurement by means of the same methods adequately recognized by the researchers are based on business management approach. The main reasons of having the research study on the education forum is to improve the facilitation of good cooperate governance of some companies in Zimbabwe and the world during all economic situations. These facilitations can only be done by researchers who utilize different research methods as part of the materials, instruments of the research tools. The performance of the companies depends on the materials, instruments and human capital employed to service the business activities. These should include employees with professional qualifications, experiences, skills and knowledge found matching the jobs they perform in the companies. The jobs designs should attract best talents in the business plans and organizational structures enhancing good communication at all levels.

In this research study, the researcher shall utilize the interview method to source information from the participants. Human capital is the best tool to produce goods and services in organizations and companies. There is effective communication required between managers and employees to improve productions channels in the companies. This is why interviews among the rest of tools in this research study interview can be a strong instrument to source information to form data from different companies in Zimbabwe. Tissues of discussing facts as they are face to face have room for flexibility during the meeting. Sharing the facts as they come from each other. The two participants have time to ask further questions for clarification in the discussion. This has a character of instant feedback between the two participants.

3.8 Research Methods

Research instruments in the normal research study are selected by the researcher who understands the detail of what is required and how the information shall be used to form data.

The methods used as instruments or tools are interviews, surveys, experiments, case studies, observations, participations and non-participations included as instruments of the research tools. Research instruments are just tools commonly used in social science and education to assess senior managers, managers and employees on their performance and clients on their purchasing power and styles used in purchasing. The scientific way has a qualitative method.

In this research study, a research instrument is interviews. The successful interview has its tools to support the instrument used by researchers and in this study interviews is to be used for putting the required information to form data. It is supported by other tools suitable to use on interviews like the board rooms found at the companies' premises chairs and tables found in the board rooms and used by the company management when they conduct their strategic meetings. This was the opportunity found in companies visited on my initial meeting requesting for permission to conduct a research study. With polite communication people listen to the researchers who are academic oriented adding value to the business administration.

Based on scholarly literature knowledge is found through familiarization with the focus on the interview of the kind used in different studies, interviews have different but similar tools where researchers are able to follow and align to the research study. On structuring the interview researcher has to actually understand the purpose and ask the interviewee relevant questions in the interview meeting. Process has to be clear to both participants and the researcher and use of short, easy questions well understood by the interviewer and interviewee and be freely exchanged. It is better knowledge to listen to each other during the interview discussion by letting each other show his or her thinking. In person interviews are traditional form of generating data in qualitative studies (Creswell, 2013). The information collected is sensitive and participants have to listen to what is required by the researchers for putting correct words on paper from each other. It is important on interviewer to let the interview proceedings be flexible to allow open responses. On listening researchers should know what they want to find

out and also what the interviewees want to know. Researchers have to relate to what is said in all processes and to what has been previously said during the interview meeting. Researchers should avoid misrepresenting and elucidate the actual meaning of the interviewee's statements and or construe what has been originally said. When talking few clear words, the meaning and understanding of the information shared remains substantiated by two participants without understanding each other. In following interview strategies, interviewer and interviewee are forced to conform to ethical principles because of sensitive information being shared in the interview meeting simultaneously respecting ethical dimensions of the interviews, protecting the interviewee and promising to keep the information given very confidential. The researcher has to be reliable and keep the confidential information under lock and key all the time when he/she is not using the premises or venue. Researcher keeps the keys of room used as venue in different companies for the whole time of the interview meetings and do the same at all the venues to maintain the official secrecy. This is done in line with the required ethical principles.

3.8.1 Companies' Performance and Outcomes.

Having many researchers looking at the importance of human resource management, mostly they want companies to be able to produce quality goods and services for the global nations. This desire is within the researchers who investigate human resource management performances in different countries. In examining effects of individual employee performance, researchers aim to evaluate the use of companies' laws, rules, regulations policies and manuals linked to knowledge, attitudes and skills matching jobs. It is the human resources department responsible for keeping different management policies, procedures and companies' organizational structures. Employees' practices should match the desired goal and objectives in line with different jobs. The policies and procedures have to be implemented within the different branches, sections, and departments adding value and employee outcomes. This study aims to understand how managers and employee with companies with transparent human

resource policy and procedure on employee engagement are performing jobs at the workplace. Dire need to look at some companies with managers and employees with opaque human resource policy and procedure on employee engagement performing jobs without proper policies and procedures. It is clear that many researchers are focusing their research aimed at understanding the effects of management on performance in companies as more important to increase effectiveness (Boyne, 2010). The management theory is a social science tool in scientific management used by organizations on production plants, equipment and human capital. However, human resource is least considered by top management though they remain to be very important to the companies' production. In this discussion, Bouillon Michelle (2007) in his research study stated that, "Workers implications for Hurricane affected Gulf Coast region industrial companies." Organizational responses in the aftermath of a disaster even having a unique influence on psychological strain (Bryon and Peterson 2002) was not considered as useful. This justification on human capital effectiveness has impact on companies in a disaster state and in the economic hardship can have the same impact on companies in Zimbabwe. In this research study, researchers suggested that the effect from man – made international disasters and terrorisms may cause greater mental health consequences than other effects (Holloway and Fullerton, 1994), where companies have disengaged its employees, become difficult to reengage them because those with experience, good skills, and professions in line with different jobs will disappear. Recruitment of new employees will raise costs and the outcomes is also affected. The companies with transparent human resource policy and procedure on employee engagement have commitments, reliability, honest, psychological attachment, good attitudes and behaviour at the workplace at managerial and employee levels. The output of products and services remains on high demand, attracting valuable incomes from its proceeds. Researchers are attracted by contributory results from developing companies displaying good measurements in the study. The concepts of having justified

measures/instruments of research tools has to be justified in study. It is the way in which the researchers can contribute to the business growth by way of finding trusted information to form data for the study. It is the researcher's intention to collect information from the companies operating in the transport industry where the mandate is to transport people on business, goods and raw materials, finished products to different markets by air, road and rail. These companies include large and medium sizes of their operations and use policies and procedure manual, rules, regulations and companies' strategic plans and goals. Although the companies are using these the companies 'laws and regulations, the way they are implemented are very different in the operations of duties and the employees perform different jobs.

3.9 Measurement of Data

It has been recommended by most researchers in their literatures that qualitative research exists as the most considered qualitative methodology in production and is like the quantitative method on the measurement of data (Amin and Mabe 2008, Dube and Pare, 2003, Havelea and Merhahaut, 2009, Kaplan and Maxwell, 2006, Huang and Lin, 2009, Kaplan and Duchon, 1988, Myers, 1977, and Walsham, 1995). The worthiness of qualitative methodological approach has a measurement of social science techniques within this research study compared to quantitative approach method. Marshal, Bryan, Cordon, Peter, Pod dot, Amit, Fontenot, and Rennee (2013: 11 – 22). in their study concluded that, “the best practice satisfies the sample size of the data.” The measurement of data justifies the research study. On the basis of theoretical argument, the estimated sample size for interviews from the collected information found in companies' population emerges from a paradigm of the correct design to estimate sample size at early stage of the research. It is Brown, (2008: 137 – 152). who penned that, “grounded ‘theory applies to different methods of study used to collect information to form data.” Researchers travel extensively across the geographic selected interview venues which

need road transport. Likewise, other materials provided have the similar services. As much as it is possible, the researcher aims to reduce costs caused by the research study.

The research materials in qualitative method, help researcher in the process of data collection and these include the interview venues, buildings, tables and chairs, type writers, video cassettes, vehicles to facilitate movements, machines, and photocopiers adding machine, software, computers and the list can be quite long in the materials count. In trying to get to the general target and accessibility of information, the aide of materials is required (Asiamah et al 2017: 1607 – 1621). These materials are useful in the processing of data collection based on the interview instrument as a source of getting research information to create data base. Materials cannot be separated from the information found on data processing of the research study as this facilitates the interview process. Information can be followed from the source.

The research is built through information gathering. In this study successful interview is found in knowledge through people familiar with the focus of the research topic of the interviews. Participants are led by research questions prepared by the interviewers. The evidence based information from people with knowledge, good skills, experiences and understanding of the companies' culture has better value for the research study. The interview has its tools to support the collection of data. These tools include the papers, pencils, ball pens, interview transcripts, people, groups and individuals just to mention a few. These tools assist the researcher to compile data. It is the people who are able to give reliable information for processing final credible data. The research study and its interview validity cannot exist without reliability (Kimbertin and Winterstein, 2008). In finalizing, interviews cannot be conducted without use of the necessary support of the required materials and instruments of research tools being considered. These tools cannot be separated with the human capital in this study because the process of information needs a careful investigation of the problems associated with the chosen topic. The research questions and the research topic has a matching ideology on information.

This contributes on the research structure on the ways the information is filtering in the study with credible information to form data. The structure show the way how the study is presented.

3. 10. Study Procedure

The first research approach is in the psychological mind set. The knowledge of understanding what you want to achieve on conducting a research study commence from a zeal to know more about the research topic. Making a decision of starting a research project citing its purpose influencing the study. This research study is written using the research ethics application form of doctoral studies (Reef DS – Version 3. 1) in December, 2020. It is under this authentication which made the researcher to proceed with the processes of seeking information from participants to form data. The collection of information proceeded when all the logistics were finalized and a go ahead received from the University authorities. The methodology remained the qualitative research approach in considering transparent human resource policies and procedures and employee engagement in selected companies in Zimbabwe. The dissertation writing and processing followed the procedure enunciated in the social science technique recognized by many researchers and scholars internationally partaking from qualitative research. Cassel Catherine, (2006: 161– 166). penned that, “Qualitative methods in management have the impact of organizational control systems and allow managers to make useful decisions.” The participants are free to participate in the interview meetings and free to quit at any time they feel not satisfied with the processes of the research study without fear of harassment by their colleagues, managers and supervisors. Freedom of participants is given by way of keeping all the information shared between the researcher and participants during the interview and after the interview. Confidentiality of the document and minutes of the meeting are looked in cabinets all the time and only researcher and participants have access to the information on special request. This can be done at the end of sourcing information only and transcripts prepared shall be kept by the researcher and

it can be found on request whenever it is needed. This information is vital as it provides the detailed facts given by the participant in the interview. The participant followed ethics principle guiding the set interview.

3.10.1 Procedure of entering study program.

- Applying for the place to study on line was the first thing to look for. Being given a place and scholarship was the life time opportunity which I got from UNICAF University and Researcher was assigned to the subsidiary UNICAF of the University of Malawi in Africa.
- There is nothing which can be done besides choosing the field of the research study as researchers are having options to select the study from a variate of methods suitable for a selected topic. Study emanated from qualitative research approach which deals with human subjects protected by the policies, procedures manuals, rules, laws and regulations of the existing companies of the day. This back ground existed to build a research study based on the set topic. The topic has the first noticed information to be investigated.
- Choosing topic became most important as this affects the research study writing with enough information to cover the required data. The topic is within the social science methodological framework that is why it covers human capital issues on goals and research narrows it down to purpose.
- Identify the research problem by asking the question on what do I want to do and where do I start? This provides the way forward with a clear mind set.
- A research study has to be governed by the research questions of why the research should be conducted. This caters for the whole framework and process of gathering information by means of data collection. The measurement, materials, instruments and

tools to be used by the researcher clearly identified. This process may take long as there is need to use these instruments and tools.

- The research approach has to create the research design to answer the questions or fulfil the goals and objectives of the research study. Again there is time required good skills and proficiency required at this stage.
- When all is in place write a research proposal which has a detail of what has to be done and addresses the selected topic.
- The approval of the research proposal allows researcher to use into research proposals.

3. 10.2 Steps to Collect Research Data

The collection of research for data is found from the primary and secondary data forming all the methods found in qualitative research methodology. According to Adams Kham, Rae side and White (2021). “Selection and collection of primary and secondary data plays an important role in research.” In this research study, qualitative research methodology was found to be suitable for collection of data from the human capital. Qualitative research focus on how and why of the issues at hand (Adams, et al 2007). The steps are followed in the interview for data collection showing the means of how the best instrument is to be used in a study. It is important to put together the required instruments which are reliable at first time.

3.10.3 Interview as means of data collection Instrument.

On interview meeting, interviewer and participants interact to put together information to form data. This is done utilizing face to face and question and answer responses. The proceedings of the meetings are written by the researcher using memo pads, ball point pens as tools to collect data. Interviews have been recommended by other researchers as a suitable instrument for data collection (Adams et al., 2007). Researcher favoured the face – to – face interviews in the research study because it offers the opportunity to the intention of what is required in the

research topic and questions. During the process participants explain the facts and comments made by the interviewer and participant. In the process there were no disturbances from others.

The difference in using technological instruments is that they reduce quality of data. A total of 63 participants are required to be interviewed. The software to be used in this research study is (QDA Miner Lite v2.0. 8)> Prov[^]Lis Research, a free software. It is easy to use at no cost. The figure used are found in table 5 of the research study. A clear categorizing coding of the population data is shown and the questions to match data proceedings are listed on page 11 of this research study. A qualitative method on data collection is to be utilized to build the research document based on theoretical information gathering concepts found from the work from the managers and employees employed by the companies in Zimbabwe.

The world's economic fraternity is there because of public companies, private companies, public organizations and government structures of every nation in the global arena which requires the codes of ethics to guide reliable employee conditions of service. All businesses entities are required to have the code of conduct which provides transparency on companies' business management. According to Schewartz (2002: 27 –43), code of ethics “is a statement setting down corporate principles of ethics and rules of conduct, codes of practice or companies' philosophy concerning responsibility to employees, shareholders, customers, the environments or any other aspects of society external to the companies.” Some companies in Zimbabwe should have rules, and regulations on misconduct, corporate codes on the larger social systems guiding behaviours of human capital in every sector of the organizations. In this research study ethical behaviours are controlled by and disseminated information to the participants using the informed consent form comprising information covering the research study (Roxana, Anghet – Iicu, Elena 2014). The public disclosures on ethics to those who are not involved in the investigation of the study is avoided. Ethics in interviews has to deliver guidance for good behaviours to all involved in the processes of the interviews meetings.

The researcher on commencing the scheduled interviews should have strongly understood the requirements of the ethics principles and accordingly complied with terms required to safeguard the participants. As the interviews are dealing with employees and managers already employed in different companies in Zimbabwe principles of ethics are observed. They have to know the research topic of the research study before the actual processes. The employees and managers shall be invited to attend the interviews on the set dates. Participants shall be advised using the official University informant consent form to be delivered by the researcher to their companies and hand to each individual in person. Interviewees to be informed that data collected shall remain anonymous to public, their colleagues, and senior managers during and after the interviews as per code of ethics principles (Carasco and Singh, 2003: 71 - 94). Permission to conduct interviews at the companies' board rooms was granted by the Chief Executive Officers heading different companies. There is nothing to hide to the participants concerning the research project because they have the right to privacy, confidentiality, honest in dealing with the information given during the interviews and read the informed consent form. The code of ethics governing the company business activities remained being practiced during and after the interview. The codes of ethics are formal documents which define ethical standards of the companies (Peterson and Kings, 2009) where ever and whatever the requirements of business activities exist. The protection of participants is granted at all levels of their organizational structure and on the different stages of the research study. Companies prepare the code of conducts in line with the code of ethics for present and future use and is reviewed annually to make it comply with current changes. The researcher always refers to informant consent information where there are disagreements among the participants and management. The code of ethics protects the interviewees at all times when other misfortunes occur among them. Issues of the details found in the code of ethics principles cover the participants when they meet their opponents within the company or external customers

(Adams, Tashchian and Shore 2001). The informant consent provides researchers with the reliable and trust of carrying out the investigation without fear from companies' management and the participants. This guidance provides a good step toward achieving better results with the confidence it deserves at all levels of the companies' internal departments. It is a moment of strong UREC approval leading me to continue with data collection to its finality. The dissertation's long journey was free to travel at the required speed towards its destination. Researcher had arranged to make preliminary discussions with the five companies in Zimbabwe to gain access to the participants. Someone could ask the question why? The challenge of world disease (Covid 19) caused havoc globally and had not affected Zimbabwe during the initial stage of commencing the research interviews. Researcher had organized the research interviews in January 2020. Researcher intended to conduct research interviews based on the topic following four sets of the research study aligned to the research topic as Morries, Condy, Peterson and Stephane (2020: 210 – 232). stated that "data collection timeliness over baseline with a list of participants" have to be conducted to fulfil the requirements of the course study. In the process of sourcing information, the participants will be properly invited from the five companies under the onus of the research study. Use of ethics documents shall be there and distributed to the participants by hand delivery to those who invited to attend the interviews. The first fast move was to organize the study towards assembling points coming out of the authentic population. The understanding of the companies' activities and practises by participants and use of qualitative research approach on developing information which is easy to code and analyse is any advantage (Boyatzis, 1998). As the topic of the research study is based on human capital, researchers knew that persons with experiences and good professions and respect give information with confidence. The general ethical policies and principles guided people's social welfare at the workplace. They observed the ethics and validity of honest all the time of the research study. According to Mijatovic and Stokic (2010:

533 – 525) “A code of ethics and other codes must supplement and be supported by other ethical activities and voluntary approaches” should be in place to protect the people involved. These are found in the brains of honest people with vivid psychological knowledge on dealing with sensitive issues. The research study could only surface from the authenticated approval from the highest authority for it to carry weight. It is imperative to hold on to the ethics standards and principles up to the end of the research project. Information put together showed the leeway to credible coding and sampling of data. According to Benook, Charlotte, Hannes, Karin, Bilsen, and Johan (2016). “Researchers must indicate their areas of thought in the write up of data sampling by way of making sure that “the use of purposeful synthesis,” is being aligned to the topic selected in the whole picture of research study. It is the journey of good hope when one is travelling on a very long trip with trusted drivers of the vehicle in the dirty roads and crossing the desert.

Researchers have the obligation of making sure that the codes of ethics in the different research studies and companies bring sanity on the operational workplace. It will not work if compliance to the research is not matched with the actual business activities. Therefore, corporate code of ethics is universal in the control of the research study and business activities. They are noticed on working among the researchers, shareholders, managers, employees and their supervisors on the research study and organizational structures involving the meaning of ethical principles in the companies’ research study and social, organizational behaviours structures that assist the utilization of authority (Canary and Jennings 2008). Found in the research processes, organizations should have unity of purpose, commitment, control of business balance of activities which benefit the companies and researchers at all levels. Corporate codes increase the means of productivity and maintain the goodwill of the companies in a long run among the public and private companies’ customers who can market the products and services of the companies they regularly visit. The codes of ethics where adherence is found addressing

researcher and participants on the misunderstanding of companies' employees, and managers by referring to the human resource policies and procedure manuals at work and observing the code of conduct. It is normal to have misunderstandings in companies among workers, researchers and participants on different administrative issues but at all times special category of ethics issues influence and protects harm to the employees, researchers and participants through good dialog. The compliance on the standards of code of ethics during the research study is so useful on all processes and levels in different companies. In this research study people at work are bound to see things differently in the processing and implementation of codes of conduct, codes of ethics used by the companies. The researcher's approach to the research topic covering the research may not be appropriate to all employees within the companies where the investigations are being carried out. All these arguments which may originate from senior management and other employees not involved in the research study may course biases on the whole research initiative. This bias originates from managers and employees who claim to have good skills and knowledge of what is happening at the workplace. These managers and employees ask themselves questions of why and what will happen to their jobs after change of work systems. Messikoomer and Cirka, (2010). stated that "no matter how carefully designed and constructed a code of ethics is only one component of the organization's ethic program, and its presence is not sufficient to present unethical behaviour." It is known by persons with experience and good professions that the topic highlights the suggestion only and the implementation is done by human capital and researchers. According to Mijatovic and Stokic, (2010). "a code of ethics and other codes must supplement and be supported by other ethical initiatives and voluntary approaches." These are found in the psychological knowledge of individuals where managers and employees, researchers included are required to observe the rules, laws and regulations and ethical principles of the companies such as reporting for duty on time, avoiding absenteeism, not to

steal company properties and avoiding corruption. This is where researchers have intolerable problems on implementations and adherence to the code of ethics. Unreliable employees may cause the researcher not be able to form accepted data expected from using qualitative research method. This method is recognized by many researchers dealing with human resource in research studies. Social scientists are interested in why people differ from one another (Kalof, Linda, Dan, Amy, 2008) allowing the researcher picking on qualitative methodology research.

Finally, codes of ethics are covering different research studies in all subjects, models, theories, which researchers utilize in writing the articles, dissertations and journals. In the research study codes of ethics are the pillars to support and authenticate the credibility of the information collected to form data. It is assisted by literature from colleagues who already produced many research journals, videos and books. This research study has a covering of the reputable literature found in Journals, Videos and books based on online library and others sources. Literature found from other authors to a greater extend have a far fetching information well presented to support the construction of the required compliance in the research study. The issues of having the information authenticating what the researcher has to follow in the writing of the research study has the trust from all the sources of responsible people in top positions. On these perceptions researchers have confidence and compliance is key to open the door trust.

3. 10. 5 Compliance.

Researchers have the obligation of making sure that the codes of ethics in the different research studies and companies bring sanity on the operational workplace. It will not work if compliance to the research is not matched with the actual business activities. Therefore, corporate code of ethics is universal in the control of the research study and business activities. They are noticed on the working among the researchers, shareholders, managers, employees and their supervisors on the research study and organizational structures involving the meaning of ethical

principles in the companies' research study and social, organizational behaviours, structures that assist the utilization of authority (Canary and Jennings 2008). Found in the research processes, organizations should have unity of purpose, commitment, control of business balance of activities which benefit the companies and researchers at all levels. Corporate codes increase the means of productivity and maintain the goodwill of the companies in a long run among the public and private companies' customers who can market the products and services of the companies they regularly visit. The codes of ethics where adherence is found addressing researcher and participants on the misunderstanding of companies' employees, and managers by referring to the human resource policies and procedure manuals at work and observing the code of conduct. It is normal to have misunderstandings in companies among workers, researchers and participants on different administrative issues but at all times special category of ethics issues influence and protects harm to the employees, researchers and participants through good dialog. The compliance on the standards of code of ethics during the research study was so useful on all processes and levels in different companies at the interview time.

Participants were free to discuss the issues concerning the research study.

3.10.6 Personal and Professional Experience

In this research study People at work are bound to see things differently in the processing and implementation of codes of conduct, codes of ethics used by the companies. The researcher's approach to the research topic covering the research may be not appropriate to other persons and professionals within the companies where the investigations are being carried out. All these arguments which may originate from senior management and other employees not involved in the research study may course the biases on the whole initiative. This bias originates from managers and employees who claim to have good skills and knowledge of what was happening before and ask themselves questions of why having a change of work systems today.

Messikoomer and Cirka, (2010). stated that “no matter how carefully designed and constructed, a code of ethics is only one component of the organization’s ethic program, and its presence is not sufficient to prevent unethical behaviour.” It should be known by persons with experience and good professions that the topic highlights the suggestion only and the implementation is done by human capital and researchers. According to Mijatovic and Stokic, (2010). “a code of ethics and other codes must supplement and supported by other ethical initiatives and voluntary approaches.” These are found in the psychological knowledge and employment systems of individuals where managers and employees, researchers included are required to observe the rules, laws and regulations and ethical principles of the companies such as reporting on duty on time, avoiding absenteeism, not to steal company properties and avoiding corruption. They do not take hid of those unethical behaviours. This is where researchers have intolerable problems on implementations and adherence to the code of ethics. The change of attitudes and behaviours towards corporate code of ethics and employment contracts may assist in this matter. In the proceedings of this research study all other research methods could not be able to form accepted data except qualitative research method. This method is recognized by many researchers dealing with human resource in research studies. Social scientists are interested in why people differ from one another (Kalof, Linda, Dan, Amy, 2008). Giving the researcher picking on qualitative methodology research a social science technique on human capital management framework dealing with different theories and conceptual framework in the study. Finally, codes of ethics are covering different research studies in all subjects, models, theories, which researchers utilize in writing the articles, dissertations and journals. In my research study codes of ethics were the only pillars to support and authenticate the credibility of the information collected to form data. Researcher was assisted by literature from my colleagues who already have produced many research journals, videos and books. This research study has a covering of the reputable literature found in Journals, Videos and books from my University’s

online library and others sources. These library literature have fundamental research information which keeps the theory framework effective and can be tested and evaluated by independent groups or individual with more interest to gain knowledge of good hope (Eisenberg 1990: 337 – 358). In this study theories are found in hidden knowledge within the employees' psychological and attitudes and characteristics found in different employees and their managers at workplace. The theories can be done by way of creating new knowledge from the authors' journals or research topic which in line with the phenomenon of the readers' best interest and understanding of the information required. In this study, it is the researcher's aim to highlight the purpose and importance of the use of human resource policy and procedure manuals at the workplace with complete transparency issue on business activities. Ethics principles irradiate bad influences from the companies with territorial management styles with styles of enriching themselves without putting effort on the jobs which generate income and concentrating on using unwanted human resource management which generate money from poor employee by usurping their energy. This way of operating the companies with opaque human resource policy and procedure may be considered as using the same unethical means of management to gain power from employees for the reasons best known by top managers. The companies are expected not to produce quality goods and services and cause the poor to become poorer, and the companies to dismiss employees from their jobs based on many trivial cases of misconduct. These are cases committed because of lack of knowledge which must be given to employees. During the interviews one of the participants gave clear answer that documents informing the workforce as a guide at the workplace is not there in some companies with no regulations. The only way to do jobs was found with senior managers who wanted to protect their position at work. The person who wants to conceal information has the aim of holding power to herself/himself and use it to make people feel his/her importance or power to rule. This is found in companies with politicised organization where employees to hold on power.

3. 11. Data Collection.

Data was collected from 5 selected different companies in Zimbabwe which employed individual employees and managers arranged in 4 sets of managers with companies with transparent human resource policies and procedures and employees with companies with transparent human resource policies and procedures, managers with no human resource policies and procedures and employees with companies with no human resource policies and procedures for interviews. ‘This’ was done utilizing the qualitative research methods based on modern Social Sciences interview tool best suitable for data collection. Cohen L. et al (2013: 351). stated that, “The interview can be used in conjunction with other methods in the research undertaking.” Interviews may be a flexible tool for data collection giving sensory channels like verbal and nonverbal actions through hearing and actions in responding. The participants shall be found from companies in Zimbabwe. The samples of data to be collected from the following participants with wide experience of more than 5 years and good performance skills at work:

Participants who managed to attend the interview meeting were as follows: -Interviewed

- Managers with companies with transparent human resource policies and procedures.
- Managers with companies with no human resource policies and procedures.
- Employees with companies with transparent human resource policies and procedures
- Employees with companies with no human resource policies and procedures

The participants interviewed were employees and managers found in 5 companies’ in Zimbabwe. It was an advantage to the researcher considering the costs of travelling on proximity of the centralised positions of the companies with similar operations in the transport industry. The associated expenses of hotel accommodation, transport, and participant’s accommodation reduced the expenses to a manageable amount by using their boardrooms.

The general outlook of the research study is found in the qualitative research methods other than the quantitative method. Data collection shall be done following the qualitative methodology a social science technique with scientific social studies of the human capital in companies. Qualitative method has the leading journals of human resource policies and procedure and employee engagement in line with the research study (Marshall Bryan et al., 2013: 11 – 22). In this study qualitative methodology has the impact on research due to having a good data coding and categorizing and can be used in a flexible manner in reducing large population to a significant manageable number of the population. Information to gather data has to be collected from the 5 selected companies employing senior manager, managers, senior employees and employees in different companies. The figures to be used in the data collection come from 120 reduced to 63 participants. This has been reduced by way of saturation as shown in table 5. Parton, (2002). stated that, “the data collection procedures are routinized during data collection at the point of information gathering.” Simple materials, instruments and tools to be utilized to assemble data in its lowest figure is found from companies. The material in this case is Interviews instruments researcher, individuals from the larger group population and tools are writing pads, pencils and ballpoints. In this process of data collection, Interviews will be conducted at the participants’ workplace in their Boardrooms where there is no disturbances from the people or machines at work. It remained in the hands of the “interview” for the researcher and participants. Getting through on the interview can be accomplished by using the goals and objectives of the research study aiming to bridge the gap in communication.

The collection of research for data is found from the companies using different data collection tools forming all the methods found in qualitative research methodology. According to Adams Kham, Raeside and White (2021) “Selection and collection of primary and secondary data plays an important role in research.” In this research study, qualitative research methodology is found to be suitable for collection of data from the human capital, (Jain, Netha, 2020).

Qualitative research focus on the how and why of the issues at hand (Adams et al., 2007). The steps are followed by the interview data collection. The step by step process leaves most of the information covered as social science qualitative research method consists concepts to form data. It is the researcher's responsibility to have all the formalities required in the collection of information from the respective institutions and companies found and agreed to have interview meeting with their managers and employees at their own premises in boardrooms.

3. 12. Analysing data.

The information to form the data was collected from the 4 sets under pinning managers and employees who shared the information. The data samples were categorized using codes and limited statistical data from the companies. This was designed to form figures of the collected populations and access the samples as expected by research questions. People expect each other to know and understand the background content, to know what is intended. The information to prepare data was reliable and constituted considerable sense to form data analysis. It was imperative to have reliable sources to put together information from companies which were involved in the medium and large companies under the same umbrella of control and service delivery. The information to form data could be traced from the source without hindrances of going back to the people who shared the interview meeting in different companies. The demographics of people who were available for interviews were in Harare city. The qualitative data analysis on the interviews depends on the theories and transcripts produced during the research interview investigation. Thematic content analysis is one common method used in qualitative research. It has common patens across the data set including phrases, respondents' stories and highlights with critical points to remember for similarities in the discussions. Researcher has to listen carefully to gain information which is crucial leading to the pre - set

research questions covering the research study at length. The stories have to be more of the highlights which are important aspects of their stories that will best resonate with the requirements of research study attracting the readers' interest to keep on wanting to know what happened next in this literature. In the real facts findings there is not much that can be explained besides the contents found in the qualitative data analysis researcher could use. Analysis and formulas and techniques suitable in the research could be thematic analysis which is useful to quantify the relationships of all the groupings contents into words, concepts, and themes. Having this information, sampling is the core concern to reach and success of the research study (Tuckett, Antony 2013: 47 - 61) in this conceptual research study. The data collected is recorded, transcribed so as to reduce cost and avoid miss-transcriptions. Notes are also taken during the interview. The transcribed data is sent back to the participants for verification before the results are drawn up. This shall help to validate and make the research more reliable (Saunders 2007). Only complete thoughts are transcribed and verbatim are left out in the facts findings. This in turn reduces the complexity of transcribing data. Annotations are used during the transcribing as they link any complete verbatim with the participant behaviour for example gestures that give a rich meaning to the words that are spoken, a characteristic advantage of this research method as mentioned under the sub-heading. This process of transcription should include adding punctuations so that data presented make written sense. In order to easily analyse the qualitative data the researcher coded the speech into meaningful categories and it was through this process this researcher was able to organize the large amounts of text and discover patterns that would be difficult to detect by just listening to an audio recording or reading a transcript (Kelle 1995). Consequently through repeating the above process, for all the recorded interviews, patterns will be formed and conclusions are derived from these patterns thus enabling this researcher to examine any experiences of the managers and employees. Hence the reason why this research is inductive led. In viewing the quality of data,

the researcher had to be used to the content by way of checking on interview techniques and going through the content several times made information to be clearer on transcripts. Information from participants kept the researcher remembering the words, sentences where participants kept on giving the same answers and going further could not help. At this stage saturation of information was found in the interview process. There was similarities of sentences given and the same facts remained coming from the same participants with companies with opaque human resource policy and procedure (Graneheim and Lundman, 2004: 105 -112). By checking again and again the data the researcher found the relationships of the transparency and employee engagement in some companies. The concepts of employees with companies with opaqueness were transparent and easy to see and analyse. One of the participants stated that “she was forced to take leave without pay for a period of one month when she gave birth to a premature baby. That showed lack of knowledge and no maternity leave policy made available to the manager and employee by the human resource department. The researcher used the descriptive method coding to create a label that gave sense of what researcher was hearing. Though there was a bit of a problem in the processes, the interviews should main open and fair on both the participant and the researcher who were both free to share information from the companies without fear or fever. As there should be human resource policies and procedure manuals to refer where there is an issue on employee welfare. The purpose of the rules and regulations are informative to the employees and their supervisors. They should all have a fall-back position supported by the documented literature. In this study the investigations aims to discover the reasons behind issues of the use of human resource policies and procedures manuals. How these affect employee engagement at the work and why some companies resist and even do not bother to use companies’ cooperate information strategic plans involving its employees at the workplace. The organizational attitudes and behaviours inhibit the harmonious working relationships among the employees and their

supervisors on the production floor of goods and services. The retention of employees at lower levels are emotionally affected by management styles found on poor advisory roles from the workers' supervisors. Having such conditions on the data collection it is rather difficult to have good information from the participants under the auspices of unreliable supervision. Researchers have to remain vigilant and be at the lowest remarkable behaviour of understanding to suit the working environment of the invited participants to attend the interviews arranged to collect information to form credible data. Sometimes under difficult situations people are able to discover means for getting better solutions and results. The solutions must have a full containment of psychological thinking knowledge of depriving the found problems which emanated from the research study on the initial commencement of study. It will show that the research made the great value to the shareholders of the companies and stakeholders who rely on the proceeds of the organizations to add value to change life style.

3. 12.1 Sampling and Coding.

In this research study I am dealing with reflection of some companies in Zimbabwe facing two paradigms where managers and employees with companies with opaque human resource policy and procedure and to a greater extent failing to engage employees on business activities. Where companies with transparent human resource policies and procedures communicates with employees increasing employee engagement. This document utilizes a large accessible population. However, qualitative researchers work with small population to achieve the required information with credible evidence. The main issue is to be able to find in depth of the required theme within the set research study. Assiamah, Nester et al., (2017: 160 - 716) stated that, "the research study has to depict how the research goal, contents and assumptions can dictate the content and concentration of the target and accessible population qualitative inquiry." The detail of the population in all situations have to contain the ability to the sampling connotations showing stages of population coding, categorizing and saturation. In which the

repeated interviews were producing same answers. At this stage the interview meetings are not adding value to the information needed for study. The information put together was then coded from the transcripts and by putting the phrases, words and statements in a sensible picture.

The target population to collect information constitute five companies found in Zimbabwe. Participants have good background and experience of the business activities of their organizations. In choosing the selected participants it is difficult to guess who can influence the research credibility on the basis of the researcher's knowledge and understanding of definition on choice of the research study. In so doing, other researchers Chaudhary, (2010), accepted "a sampling bias characterize a good number of the research studies." The population of the research study is accessible in geographic areas with centres in Harare. These are included in one code and category on the collection of information from the people's large numbers to small numbers. The population of the research study is drawn from the estimated figure found from the five companies in Zimbabwe. The total number of participants is 120 and only 100 people accepted the invitation to attend the interview meetings. The qualitative interview according to Britten (1995: 251) allows the facility on the estimated small figure of 50 participants to be a considerable figure to provide reliable information to form data. Researchers may categorize the information to form data from a larger population to a manageable research population. In this view the general target of the accessible population is found in the research study may assist to reach the conclusion. However, a repeat interview increased the figure to 63 participants who were invited for the interview meeting during the previous year and accepted invitation. This added interview was caused by the number of participants who had contributed to the information collection and did not provide enough information resulting in the researcher's interest to continue with the interviews. At this stage participants were repeating the same answers or similar information given by the other participants on answering the same questions. There was no need to keep on asking the research

questions to the participants. It was showing issues of having no extra facts which could be used in the study. At this stage there was no need to continue as saturation was reached in the process.

3. 12.2 Characteristics of participants

The interviews are conducted at a particular point of recruitment where the venue is chosen to limit costs and security. The interviewer and interviewee effects are limited due to relaxed atmosphere at the venue and that contributed to provision of the raw data in clear discussions.

Just looking at the background of the research study, transparent human resource policies and procedures and employee engagement that guide and provide information on how to perform at workplace. The information of theoretical and practical reflection on different jobs constitute good work (Hattrup, Steven, Edwards Mark, Funk Kenneth 2020). It was noted that close relationship between research study characteristics and common job characteristics that employees consider as important include (a) positive interactions with people, (b) work that provides social value, and (c) control over work. It was found that such characteristics conforming to the human capital's involvement at work and that work environment gave chance to credible data. The data created the research study without hindrances.

The interview meetings are characterized by interviewer and interviewee good behaviour during and after the interview meetings. The environment influence clarity, reliability of shared information. Acceptance of effective design and redesign of information to suit the research study. Employees should follow the work design acceptable to work design that is having meaningful, engaging and promoting the well – being of employees. Outside the interview at work companies with employees with opaque human resource policy and procedure. In this study senior managers, managers, and supervisors design work according to different jobs

assigned to workers in line with their skills, qualifications and experience. They are expected to excel on the tasks as required by their senior managers. These employees are attracted by high salaries and wages. However, they are not exposed to rules and regulations of the companies. During the time of the research interview meetings, employees disgruntled showing remorse on senior management's blemish characteristics. Information collected is just enough for suitable data required to confirm on what has been said by the participants. It was the correct venue which gave participants flexible minds to talk during the interviews.

3. 12. 3 Categorizing of information.

It is the usable data collected from few participants needed, and that invites researchers to take steps and parameters following the scope of the study according to the requirements of the topic. The study design has to account for research approach and its population set to provide information. Understanding the development of the topic, its density may produce quality of data and the study design. Vasileiou, Konstantina, Barnett, Julie, Thorpe Sussan, Young, Terry, (2018: 18). stated that, "interview is based on research topic should justify the sample." Coding and categorizing the information gathered assist to produce manageable figures. The table 5 below shows the reduced population from large to small commencing from category 1 to category 4. The sample population from large population to a small manageable sample in which researchers write the data from participants drawn from the larger population.

Coding and categorizing Table 4

00 NDP	00 NDP	00NDP	63 NDP category 4
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NDP in the above table refers to (**Number of data population**).

The lowest figure is found by means of working with numbers through coding and categorizing the information from the larger population to the small population forming data. Formation of data and its analysis is done utilizing the smallest figure from the bigger population. The sample

frame from the population is within the people who attended the interview meetings and participants are drawn from different companies in Zimbabwe which are in Transport industry.

In this research study the samples are determined by their demographics boundaries separated by the statute Provincial set up of the day. I worked with all qualitative data coming from interviews transcripts and have systematically coded and categorized them according to different characteristics found within the sample. Milne and Oberle, (2005: 432 – 420). stated that “enhancing thoroughness working on qualitative provides good results.” The refining of final data is only formed from the selected 5 selected companies.” Understanding of a sample is that it is a subcategory of individuals from a larger population. The sample frame has a convincing relationship with the research questions and themes to justify the research topic. In finding the data to have clearly defined what the topic is and what its context of questions to be answered. Luck et al, (2006: 103 – 109). penned that, “human resource policies act as a bridge across the paradigms on the research study aligned to the research topic.” The alignment is the way management framework is intended to give on physical output.

The sample assist the qualitative data analysis to meet the research design utilizing face to face interviews. This innovates aspects of data integration of the project design as planned by the researcher. The data analysis followed a 50, 23 familiarization of information from participants on a bid to obtain an overview of in depth of the data put together. Management theory and literature framework from other different authors helped to identify important issues. In the social science study portfolio qualitative data has laid the foundation of research design and its criterion by means of the samples drawn from larger population to small population contributing to credible data collected from different organizations at the workplace. This follows the way of (a) using the appropriate research questions to the individuals and groups where the data finding, the order of similarities and their differences are found, (b) having small population coming out of the larger number of people by coding and categorizing forming

themes and (c) taking into account available resources and time factor in the processes. Lace and Luff, (2007). penned that, “there are no short cuts associated with the techniques found in the qualitative research analysis.” The sample criterion may vary according to researchers on the research approach preferred by different readers of information found in this document. On concluded facts, there are no known ways qualitative research can be managed without population. The population of the study find in companies determine the information needed.

Finally, it is the companies ‘desire to have transparency in business activities to increase employee engagement and produce quality goods and services on long term survival in all economic situations. Be able to successfully solve issues in some companies with opaque administration and influence them to observe the laws, regulations, policies and procedures. Its purpose to a large scale be noticed by stakeholders, customers, individuals and the public. Drawing information from the desired population has a number of issues associated with data formation. These are around the pursuance of looking at participants’ interest at work and the actual practices verifications compared with research questions. Theoretical informed input from the qualitative research sampling had its limitations which include validity and reliability. However, success of the research processes on coding and saturation of the data is made to a set sample. The selected model of data collection, coding and sampling has a position of sharing and developing of information from its origin simple sample of data coming out of the five companies in Zimbabwe. According to Tuckett, Antony, (2013: 47 – 61). “sampling is a core concern determining the ongoing success of a research project.” Information to be used for compilation of the research study emanates from some companies in Zimbabwe and the process to be done by way of categorizing the information putting different categories to form a sample. The intended size of the sample after all odds are reviewed is a manageable number to focus the research questions which are aligned to the selected research topic and to the listed associated research problems. Research questions which are used were prepared in line with

the research topic to address the noticed problems of the research study. The sample will be found on the participants in different organizations in Zimbabwe. These organizations are found in the same transport industry which provide different transport services in the country.

3. 12.4 Selection Criteria of Participants and Trust.

Authentic senior managers, managers, senior employees and employees employed by five different companies in Zimbabwe as permanent workers were sought to be involved in the facts finding and information gathering on sourcing of data. These workers have experience of over five years of continuous service with the companies. The advantage is that they were available to follow up interview where there is no pandemics diseases found in the same companies.

Trust can be identified where there is disclosure and identifying accountability, availability and honesty of the whole. Information collected has to follow auditability by independent people to achieve trustworthiness in qualitative research through recording each and every step of the study. Participants questioning and interviews help the researcher to achieve the required data. Where there is need to prove correctness of data. There is no way the researcher can miss the main instrument which is used {interview} and other tools like ballpoint pens, writing pads, desks, tables, chairs, laptops, cell phones, people, vehicles as means of transport, and money used to purchase food like chips, biscuits, teas, drinks are other expenses that could not be separated from data collection expenses and processes. Among the instruments and tools, time has a visible factor to be considered as one of the important aspect because many researchers do depend on limited time. Researchers in many cases make timetables to suit the needed ethics principles. Saturation is an important issue to deal with data process. It develops information originality and data concept is also developed from the grounded theory (Marshall, Bryan, Cardon, Peter, Podder, Amit, Fontenot, and Rence, 2012: 11 – 22). This is why qualitative research depend on small numbers aimed at gathering in depth and detailed information.

Researcher shall work within the required and flexible design which can be changed to meet the sampling criterion. There are causes of actions to be considered on the preparation of data at every stage of the research study. These included the demographic of the companies required to identify research problems, develop clear research questions, create a research design and method and answer the questions to fulfil the framework and objectives of the study. Yin, (2009) stated that, “there should be consistence on design and method of study.” The processes of research interview is arranged as required and shall be used on qualitative data collection methodology. A face to face interview makes the interview easy to work on. Even though the mixed views of participants remained anonymous to the public this makes the research study to be continued pleasing and exciting because participants ends up using body language in responding to some questions. The control of interview proceedings is purely within the jurisdiction of ethical principles (Meter, Kenneth, Bohte, and John 2003: 61 - 70). Body language contributes to psychological mind set of the participants compared to what is being said. Researchers have to access the validity of the information shared by using research experience and other author’s articles, journals, video presentations and books. In that way the analytical process for the 5 companies as shown in table 2 strategic cause of research study and actions taken by top managers. Analytical process is shown by way of the participants who shall take their time to give a short brief in answering the research questions given to them in a free and undisturbed atmosphere. Researcher shall give participants time to comment on what is generally found within their ability to share knowledge and experience for the period they were in companies as employees simultaneously protecting their positions of the work environment. Participants are protected by the ethics principles shared with managers and employees, senior managers and top managers. Companies’ employees relies on the code of ethics which provide general principles of what should be done to remain protected at work. There is a problem of having the good knowledge and failing to use it in a correct way. The

worker is employed to perform jobs with transparent instruments and use the tools you are familiar with at the workplace. Employee engagement is encouraged by the worker's psychological mind of belonging to company which found her suitable for job's requirements. In doing all this, companies will know the purpose of human resources policies at workplace.

3. 13. Research Study Dependability

There were many research methods to deal with data analysis. In the research study statistical data support the qualitative, quantitative and mixed approach research methods to a lesser and greater extent. Researchers by all means cannot completely ignore one of the method during the processes of collecting information to form data. These methods assist each other to a lesser degree in order to build sense and meaning of what is being investigated by researchers. Business activities are improved by effective communication among workers and employee development and employee support having impact on employee engagement (Ologbo and Sofian 2012: 498 – 508). However, researchers have confidence on selecting the qualitative method a social science methodology which has the technique of human capital's undisputed knowledge to utilize for information gathering. Alexander George and Bennet (2005). in their case studies and Theory Development stated that “a tool of qualitative research has a trend that is likely to increase recent publications.” The impact of transparency and opaqueness of the companies should be clear on the current research study showing how the companies in business should consider the authenticity of effective communication at every stage of the company's activities. Qualitative research can unveil the secret information hidden in the cabinets kept in senior managers' offices. If all workers depend on communication channels using human resource management systems companies reap what they sow. William Scott found in Ravesh Sathivel, (2013: 13 – 24). defined “communication in management as a process which involves the transmission and accurate replication of ideas ensured by feedback of eliciting actions which accomplish organizational goals.” Researchers utilizing the

qualitative approach should be able to provide considered findings to support business activities. Goals and objectives centred results give a green light to the success of many companies. The in-depth of the validity of the information originate from the participants who already know the culture and organizational behaviour of the employees performing different jobs in the companies. These jobs are the centres of performances and source of required policies needed.

3. 14. Research Sample.

In providing pragmatic contributions of this study to the existing literature, the information gathered aims to put the practical version under strict code of ethics applicable in the 5 companies in Zimbabwe in the order of discipline found in the organizations. The selected model of data collection creates a general structure of sharing the development of information from its origin simple sample of data coming out of 5 companies in Zimbabwe. The originality of this research is coming from the figures of participants coming out of 5 companies with the numbers listed in the Table. The table show the number of the participant who were involved in the collection of information to form data. In this a justified group of managers and employees are trusted to contribute to the research by way of providing the trusted information. Researcher shall have confidence in the participants sharing the information as requested from the companies' Chief Executive Officers on a different platform of seeking their authority to carry out the research study from their organizations.

Population for Interview Table 5

3 companies with managers with transparent human resource policy and procedure.	Invited 15	Interviewed 7
2 companies with managers with opaque human resource policy and procedure.	10	6
3 companies with employees with transparent human resource policy and procedure.	35	26
2 companies with employee with opaque human resource policy and procedure.	40	24
Total	100	63

In these companies some of them have human resource policy and procedure manuals but do not use them at the workplace and other companies do not have the human resource policy and procedure leading to poor business administration. The originality of the research study and its model is that it is stakeholder (senior managers, and top managers and shareholders) driven the research sample is drowning information from participants employed in companies found in Zimbabwe. The sample has been synthesized from a larger population and instrument in coding obtained from a step by step to arrive at a simple sample to suit the researcher's manageable limit of 63 to use for the research project.

In finalizing the data collection, there should be no damages, injuries, and harm caused by the interview processing carried out in companies. It shall be conducted in some favourable atmospheres at all the steps of the interview process. Interviewed 63 participants with a duration of 1.5 hours per interviewee. The time of collection of information to form data will be on average of two and half weeks. As a result of the continued spread of fatal disease disturbing the world a manageable sample will help the situation the researcher is facing is facing in attracting the participants to join the interview meetings with freedom at the work.

3. 14.1 Interview Instrument flaws but remains highly valued.

It was the moment of the Covid 19 pandemic invasion devastating and killing thousands of workers and the public in the Eastern Europe and Zimbabwe in Africa was still in the free zone to be attacked by Covid 19. This helped the researcher to urgently move with speed to carry out the research interviews meetings with the companies which had allowed the researcher to visit the five companies. Because of the expected devastation of the economic situations on demand and supply of goods and services, drugs and hospital erections was to be the first priority among other essential of individuals required during this period. Researcher had already prepared the research study and wanted to get information from the participants from the five companies. Qualitative research study using a one to one interview using a focus groups of employees was conducted as a small purposive sample for the in-depth one to one interviews, in the first phase to source information from a small number of participants. At this juncture, researcher made appointments with the Chief Executive Officers to seek permission for carrying out investigations from their companies. Interview had it strengths and weakness however, strengths showed human resource policy and procedure on employee engagement showing the importance of high value interviews than its weakness showed below:

Strengths.

- Conceptual framework provides researchers with good starting point.
- Codes lists may provide researchers with particular background area of research such using human resource policy and procedure on employee engagement.
- Referring to previous code to demonstrate rational for using such lists of code.
- Using research methods developed by others that match researcher' interest.
- Have the changes of flexibility in the process of data.

Weakness

- There are many lists of codes to define contents of information found.
- A large number of codes cannot be repeated.

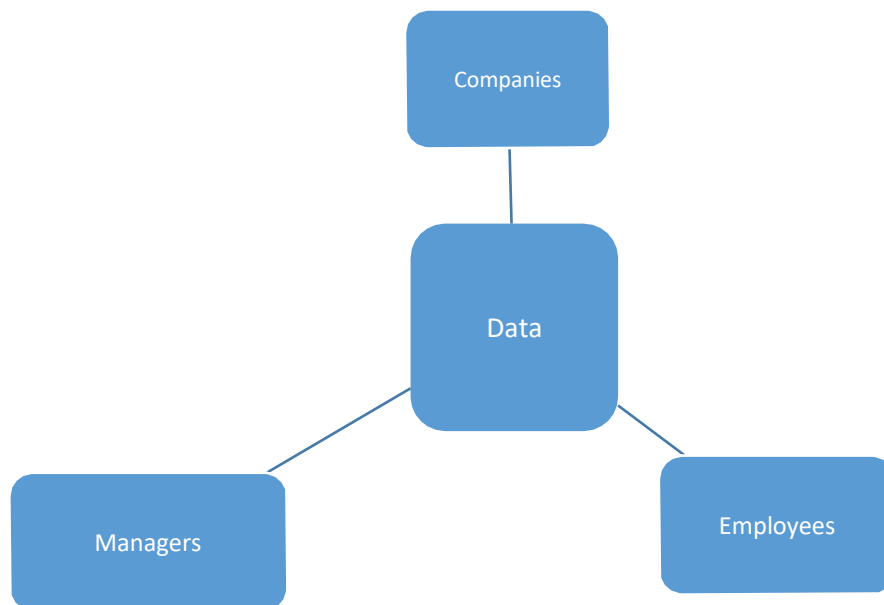
- Some existing concepts are not user friendly.
- Searching for the information to introduce codes are labour extensive.

3. 15 Summary

As is depicted from the chart found below, the managers and employees are the main sources of getting information to form data. The deliverable of facts with credible data collections researchers only get it from the human capital or groups of people who are organized for purpose in a community or society. It is common knowledge that the causes of such formed groups in this study are found in organizations and companies created to produce goods and services, social gathering like clubs and political parties aimed to gain power of leading people. The companies with regulations and laws were easier to get the information to form data from its employees because of the organizational protocol which is orderly linked to business activities. Some companies used opaque rules and information was difficult to get. In these companies employees are seen complaining on the instances of cases of misconducts due to lack of knowledge found from the human research policies and procedure manuals. There are no company laws made available to the workers performing different jobs of the company. Control of the employees should be based on the company laws and have the purpose of guiding the employees at the workplace. Information received has more power on daily duties than working without following the companies' strategic plans guiding employees where they are going and where they are coming from. Top managers should allow the communication platform to have feedback alerts at the end of every assignment on production of goods and services. Feedback gives chance to improve performance or learn new skills to use for the next assignment given by the production managers of each division of the company. The work environment shall give employee good connections with their colleagues, supervisors and the like in the organizational lee – way of great success. It is the hard work to give any one chances

of being honoured and respected by many people. The sources of collection of information to form data originated from the three main interview tools found in the diagram below. These consists of the companies, managers and employees found in different companies in Zimbabwe. The centre point is the data collected to produce the themes found in the 3 sets of the sources on data collection which strongly contributed to the research study. Origins of Data Collection. According to the data collection sources researcher used the managers and employees from the selected 5 companies found in Zimbabwe, This process included the method which supported the design of questions used to get information to form data. This process is rather rigorous to proceed with the required principles found in the ethical guide lines but the pressure was over whelmed by the resilience and perseverance of all the parties who can stand and go ahead with interview. The interview process was done in a peaceful atmosphere where all the participants were able to share information. The employees and managers were well prepared to give what they know about their companies without being forced or persuaded in the interview process. As seen in the diagram below is the source of data from different independent variables found in the 5 selected companies in Zimbabwe.

Diagram 2. Source of Data Collection.



It commenced with the introduction addressing the purpose and problem identified to cause the research study. The issues on hand are that the companies with managers and employees with opaque human resource policies and procedure and employee engagement in their business administration neglected human capital. These companies have a problem of discharging employees without following proper rules, laws and regulations of the companies. This is followed by companies with managers and employees with transparent human resource policy and procedure and employee engagement who are expected to be committed to their duties. The main purpose of the research study is to find solutions surrounding the companies in their endeavours causing the successful and unsuccessful fail to perform better. The researcher's findings could be caused by a failing to achieve the goals of companies. The research approach should have the correct and authorized research methods such as surveys, interviews and observations and their tools just to mention a few. Qualitative research method is the only suitable method to use for complying information to form data in this study. This information is found from the recognized companies to a lesser extent using statistics and to a larger extent

theories and literature from different research journals, videos and books. The research interviews are the best instrument among other research instruments.

The data collection and sample are sourced from a total population of 63 participants from the five companies which are providing the information to form data on population in this research study. All the participants are employed on permanent basis by the reputable companies. The sampling of data reached the stage of saturation which contributes to the produced results of the research project. The collected data is aimed at producing the final good findings of the research study due to the authenticity of the information collect from the employees.

In this research study the findings and solutions are to be found from the companies with no human resource policy and procedure manuals, with companies' laws and policies and procedure manuals. The solutions be that they should prepare them sourcing information from the statutory rules, regulations and laws of the current government's library. Introduce training and development programs for senior managers, manager, senior employees and employees. Training and development conducted to increase human capital and supervisory roles create a sense of belonging to the employees and their supervisors simultaneously increasing harmony and employee workmanship connections at all the levels of business activities. This is shown in the companies using transparent human resource policies and procedure manuals where the whole company is able to communicate horizontally and vertically using these tools.

3. 16 Conclusion

The participants from the companies are the shareholders and senior managers who remains as the independent variables and are involved with company administration on strategic plans. The research study shall rely on dependent variables who are the managers and employees required to perform all the duties required to make the companies' products and services suitable for the market. Researchers are interested to get information from the dependent

variables because they are directly involved on business activities of the companies. Suitable information to form data can only be found using qualitative and quantitative approaches to achieve good results from the independent variables (Daniel, 2016: 1755 - 2222). This is where the root cause of effective production of products and services through business activities are found. The research questions are used to collect the information to form data. Interview is the research instrument which brings in credible required information to form data. The research study shall strictly depend on ethics principles and the qualitative research method approach is well linked to the research study topic. In the final research study, the whole collected information to form data shall be collated to produce research findings. Recommend solution suitable to solve the observed problems affecting the companies shall be recorded. The main aim of the study is to reduce mistrust, unethical behaviours and attitudes seen affecting top managers all the time they see workers working in the companies. Reduce tendencies of corrupt ambitions practises in state owned organizations. A research methodology is a comprehensive strategy where different choices can be found by researchers in finding how the related features of the study of the problem can be found. Population to work with as source of gathering correct information came from a numbers of employees, and managers found in the five companies dealing with the transport industry. It is to lesser extent where quantitative research method with few figures can be used contributing to statistical additions of dependent variables. In basic Clinic Pharm article, (2014: 87 – 88). it was stated that, “the grounded theory working with concepts and diagrams simplify the qualitative research methods.” It is used to a greater extend in studying the business activities of the companies simultaneously putting correct information in the research study. The interviewing processes shall contribute in facts finding information using qualitative research method. This process shall be done using 3 medium companies and 2 large companies in Zimbabwe which are found in the transport industry. They have identical organizational structures, companies’ strategic plans, set goals and objectives

and controlled by one authority in the formulation of rules and laws. 3 companies show managers with transparent human resource policy and procedure. The investigation shall be conducted in each company. It is anticipated to interview the companies as follows: companies 1 with managers with transparent human resource policy and procedure to interview 3 participants, company 2 to interview 1 participant, and company 3 to interview 3 participants and a total of 7 participants shall be interviewed. The employees with transparent human resource policy and procedure company 1 to interview 9 participants, company 2 to interview 9 participants and company 3 to interview 8 participants with a total of 26 participants. The 2 companies with managers with opaque human resource policy and procedure should have the managers with opaque human resource policy and procedure shows managers in company 4 interviewed 3 participants, company 5 interviewed 3 and the total of participants are 6. The companies with employees with opaque human resource policy and procedure to Shows Company 4 to interview 14 participants and company 5 to interview 10 participants and the total of employee participants should be 24 participants. The researcher is aimed to interview 63 participants in the research study. The numbers shall contribute to the collection of information from the five companies found in Zimbabwe. It is in this structured relevant group of companies and managers and employees who shall participate in the interview meetings. The independent variables shall constitute the human resource policy and procedure and the opaque human resource policy and procedure and the dependent variables are employee engagement in this study. Key themes are that the senior managers and top managers considered human capital as the best tools to use at the workplace to produce goods and services without considering the human resource framework. In so doing employees are found not to produce quality products suitable for the market. This factors made the research study to be investigated in the companies. The selected companies should perform the different jobs using the companies' laws, guiding each type of the duties being performed. Transport industry has

a fundamental function of moving worker from home to office and hence their existence counts a lot towards the economic development of the country. The research approach should have the correct and authorized research methods such as surveys, interviews and observations and their tools just to mention a few. Qualitative research method is the only suitable method to use for complying information to form data. This information is found from the recognized companies to a lesser extent using statistics and to a larger extent theories and literature from different research journals, videos and books. The research interviews is the best instrument among other research tools used by many researchers. The data collection and sample should be sourced from a total population of 100 and coded to the smaller population of 50 participants. From the five companies which provided the data population in this research study. The sampling of data is expected to continue until no other new information is found and at this stage saturation may lead to the same answers being given by the participants. In as far as the expected research results may provide further research by independent researchers, the business activities should remain guided by the correct companies' laws, regulations and policies giving the employees a feel of being recognised on the performance of jobs producing quality goods and services competing to produce information which will assist companies to use company laws. It is the recommended communication channels using the correct documentations approved by the top managers and the board of directors of their respective companies at any time of the need to use them. This is a desire within the research study to have better solutions in companies using the communication channels by means of human resource policy and procedure manuals as source documents to share business activities on the operations of departments and sections found in the companies' charter and mission. A company's mission statement should be a concise statement explanation of the organization's reason given for its existence and hence its vision describes the organization's purpose and its overall intention. These two concepts on the company support each other on communicating

the purpose and ways of the provision of its strategic plans simultaneously directing owners of the company, its employees, customers and the like on how its products are produced. In so doing the company's performance are in the hands of the human capital who are the most important tools required to produce goods and services to cater for the country's international drive through different marketing strategies. This is where human resource management are required to be directed, guided by the laws and regulations, policies and procedures of the companies in its business activities. In following the desire of other authors who state that, "only complete thoughts are transcribed and verbatim are left out," (Arksey and Knight 2007). Issues on transparency need people with trusted hearts on all things which may come to them. A clear mind with what I want to know and be more trusted by giving information to him or her the correct information of what I know about what is happening around me in the companies and societies. The complete thought shall produce the correct information required to solve for the desired topic. Working in the companies with transparency human resource policy and procedure is like the employee taking orders from a supervisor who is trusted and have information which can be found in the human resource management framework used to control human capital working for the increased income of the companies benefiting the whole company on long term projects.

These long term projects in companies give the shareholders and the workforce confidence of having high organizational performance using the right tools at given jobs in companies. Human capital use their special skill, experiences, and have confidence in the performance of different jobs. It makes the supervisor to have time for planning and checking the quality of jobs performed by the employees in their sections of operations. This has been found to be a good way of producing durable products and services. The workers who can perform the duties without supervisors or minimum supervision are able to continue working for long periods producing quality products and services. Bamel, et al. (2018: 1555 – 1572), found that,

organizational study is the key to resource capability perspective and concluded that “a company’s resources and capabilities if properly aligned, can achieve complementarities that facilitate each other.” Transparent human resource policies provide efficacy in the systems.

However, it is observed that the managers and employees with companies with no human resource policies, manuals, regulatory framework, and the workers are working in darkness using the skills, experiences and abilities without the requisite referral document or companies’ strategic plans to ensure quality of the jobs they are performing on daily basis. This showed that they did not know the use of the human resource policies, manuals, procedures, and companies’ regulatory framework. The workforce was just expected to use the previous work experience from previous employers. In summarising the facts and information found from the participants, transparent human resource policies companies are able to perform business activities using these regulations. According to the participants with transparent human resource policies, business activities are performed using the policies, manuals, procedures and the companies’ regulatory framework is direct them on all the operations of the companies. The implementation of these rules follow a written instructions where these workers relied on. The employee conditions of service according to the participants were given to them to use at the time of application of rules under the auspices of their need to apply for leave or another facility required by the worker. This allows reliability of management styles at work.

Where these human resource policies and other regulations are not used the by employees and participants in their giving information showed their grief stating that, issues of absenteeism, lack incentives, social welfare, as party of conditions of service were found. According participant companies with these regulatory framework do not make them available to them and use their own knowledge in giving them all types of jobs performed in the companies. This is where workers are forced to find jobs in other organizations or apply for job on the international market. These frustrations affect the production of products in companies.

CHAPTER 4

4. 1. FINDINGS

This chapter intends to state the research findings of the interviews carried out. It presents its findings using tables and has categorised the interview findings into different headings as per the themes that emerged during the transcribing and analysing process. It also identifies some of the ethical dilemma-research limitations- encountered during the research process and what was done to reduce the difficulties. However, qualitative and quantitative methods give ways.

The research study was planned to investigate the impact of transparent human resource policies and procedure and employee engagement on some companies in Zimbabwe. Participants were willing to provide information on the set of interview questions prepared to answer research questions to form data. The data was analysed using qualitative analysis method which allows to look into the future of the business activities. The collected data were most appropriate to the research study. The information to create data for the research study is found to the most important factors from different dependant and independent variables within the companies.

4. 2. Analysis of Primary Data

The content of analytical data came from the concept of interview approach to source original information to form data. In selecting research topic and suitable research design other authors Marshall, Bryan, Cardon Peter, Roddan, Amit Fontenot and Renee (2013: 11 – 22) stated that “There is no special tool or instrument to arrive at credible research fulfilling adequate sample.”

The interview process using semi structured open ended questions made the content valuable to the study. The facts in the information found from the participants which formed data were based on the interactive complex coding process which was simple to be adapted by new researchers. Labelling the words and sentences including gestures shown by the participants,

literature from other authors' articles and journals and theories shaped the information regarded as authentic for the research study. The five companies in the same transport industry allowed employees and managers to participate as participants and were permitted to attend the interview meetings by their top managers. The latitude of flexibility on the interview approach provided participants to be free to ask further questions table 4. Coding created categories or themes about actual objects in the processes of data. The analysed figures from five companies commenced with 100 interviewees and were reduced by categorizing to 63 dependent participants who were identified. Saturation of data was reached at the time when participants were giving the same answers. The categories was a way of reducing the number of participants from 120 to 63 according to different, table 5 in chapter 3. This was in line with other authors like Creswell (2007) who suggested that, "reduced sample lead to the designated utility helped by management theory and literature from different authors." The sample frame gave the researchers convincing relationships with the research questions and themes to a given population. Though the process was difficult the researcher got confidence from other authors' literature with transparent human resource policy and procedure, the impact caused showed a harmonious workplace environment, well committed employees, employee engagement and managers reducing high costs from working capital i.e. maintenance costs, workers are left alone performing different jobs without supervision and jobs are found to be satisfactorily done (Sundov, Jakov, Zelimir, 2017). The data collected were more appropriate for answering most of the research questions found to be originating from the research study. The research questions were considered covering most of the research's main contributions to knowledge on the transparent human resource policies and procedures and its impact and employee engagement perspectives. Managers and employees having recognised human resource management records and operations manuals were able to retain skilled artisans, drivers, pilots, engineers, accountants, human resource officers, information technology officers on permanent

basis for a long time. Performance approach was easily assisted by development of theory and adding theory to knowledge and experience gained from working in companies for long periods of time. There were no contradictions of information on analysing data found during the process. This was caused by the use and purpose of the policies in company.

The understanding of qualitative content analysis according to Kvale and Brinkman (2009: 203). is “to those who define qualitative content analysis in terms of patens, themes and categories’ importance to social reality.” There were many research approaches to support the research study foundation but the content of this study was to greater extent aligned to qualitative data analysis which brought most situations to reliable solutions on production of information with good knowledge of understanding from the participants. Researchers in utilizing qualitative content analysis had the ability to make sensible data analysis following good research design in qualitative methods (Roller Margret Forum 2019). Companies with transparent human resource policy and procedure produce quality goods and services and have the ability to retain reliable, committed and trusted employees in companies on long term basis.

4. 2. 1 Trustworthiness of Data.

The information was collected from managers, and employees employed by the selected 5 companies in Zimbabwe. Interview was the research method and the tool information secured by means of trusting participants who were able to attend the interviews and were permanent employees. Managers and employees were allowed by heads of companies based on agreement made between researcher and managing directors.

Below is the table 6 with numbers of grades of employees who were involved in the interviews processes by gender and the average ages. The age and grades limits assisted organization culture and maturity in sourcing the reliable and validity of the information which was collected from the participants who attended the interviews in different companies which were listed to

provide facts to put together authentic evidence of information to form data. This reflects the initial figure and the invited number. Participants had theoretical and practical information which assisted the researcher to collect facts and finding which relate to transparent policies. According to Domegan and Fleming, (2007). “Qualitative research aims to explore and discover issues about the problem on hand because very little is known about the problem.”

Participants needed. Table 6

Grade	People needed	Invited	Gender male	female	Age	Rate
Senior manager	20	10	7	3	40 -45	0.4
manager	25	15	10	5	25 – 40	0.5
Senior employee	35	35	20	15	25 – 44	0.5
employee	40	40	29	11	40-50	0.38
	120	100	66	29		0.44

The numbers were worked to show the average of male and female employees who were involved in the interview. The companies are dominated by male employees who provide services on different jobs. There were no female employees occupying managerial positions in all the five companies which contributed to the research study. The average ages of the employees showed the long life span of remaining employed in the five companies’ visited to gather research study information to form data. These companies are found in the transport industry and have similar business activities of giving transport services of different types in the same industry. The selection of companies were based on the nature and business administrative activities. Population and sample research study is with unity of analysis of the managers and employees. The characters of the participants constituted good work and positive interaction with people, work that provides social value and control over work

production of well-being of employees (Hattup, Steven et al 2020: 346 – 371). It was this selection of participants aimed at putting together the correct information researcher used with confidence of what the managers and employees with companies with opaque human resource policy and procedure would give during the research study process. Similarly managers with companies with transparent human resource policy and procedure on employee engagement were also aimed at giving information trusted to form data with credible and reliable facts as transparency conform to ethical principles at the workplace. Top managers were expected to have the dynamic model for law enforcement administrators among all the employees (Kinnaird Brain, 2002: 55 – 59). Employees were able to be left alone doing their job to the satisfaction of their employers and work would be found satisfactorily done without strict supervision at the workplace. Managerial styles show in this contest gave a green future to the organization at all times of unfavourable economic situations found affecting the nations internally and the world. In conducting the investigation for data collection, “the codes of ethics which define ethical standards on human resource policies and employee engagement are the guiding documents for a research (Blessings, Kapumba, Desmond, Seeley 2022: 23. 1.).

The information shows how the participants were put together from their demographic sets.

Even though the situation on the ground showed that the population was dominated by males but the required facts and detailed information were shared in good faith by all participants. The data saturation represented the comparison of figures aimed at guided sampling. There were limitations in following steps through different phases of the interview processes in the research study. The limitations were overwhelmed by the advantages of using the qualitative research methodology which has a flexible research approach supported by the source of this information cited in the text and also mentioned in the list of references used on how to describe the situations and events in the research study. However, information gathered forecasted to

the topic for the research design. Deeba Farha, (2020: 7 – 23). Stated that, “a simple way adopted was to use the transparent analytical method which shows the future of the companies’ activities including recruitment of human resource personal.” This should be done at the time of recruitment and selection. Where employee understand their jobs it made the researchers’ work comfortable at all stages. Employees who have knowledge of performing different jobs in the companies are able to share information of the research topic as their minds are settled to give facts of what they know about the company. It is the recruitment and selection policy and the procedure manuals which assist the company to select the suitable candidates for different jobs with experience, skills and good background of the company he/she is working. The organizational performance has an impact on the theoretical and practical knowledge which can be easily shared by participants in the information found on collecting data. However, all members who are recruited share the confidential information that has been found to be used as source of information for the research study which was confined in the basic three companies in Zimbabwe. These companies were operating in the same transport industry which provided means of movements.

4.2.2 Reliability and Validity of Data

The concept of change in content analysis can be affected to a greater extent by reliability and validity on the qualitative approach of data analysis. According to Joppe, validity is defined as “The content to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Joppe, 2018: 1). In this regard, reliability and validity demonstrate the truth of research process. Reliability provides information on how data was collected and from whom, and validity represent the nearness of what is measured in the research output (Rose, Jeff, and Corey, 2020: 432 – 457). Validity in this study determine true measurements that are produced

on the issue of valid information found in the theories and literature from other authors with the similar research studies. Nahid Golafshani, (2003: 597 – 607). penned that, use of qualitative research gathers momentum by validity and reliability being considered in the qualitative research paradigm. Following the content of the research, the concept of analysis was identified to the control of gathered data from the companies found in Zimbabwe. These companies are in the transport industry and the board should observe the statutory instrument which are regulated by the state institutions and audited for validity. In this way validity has positivity aim which can be found in the way research studies are processed and analysed by researchers.

4.2.3 Internal Reliability and Validity.

The research study aimed at showing the impact between managers and employees using employees' human resource policy and procedure on employee engagement on working in different companies. Reliability on its own is a concept which is used for testing qualitative research based on the ideas found in the information elicitation and its test is its quality (Nahid , Golafshani, 2003: 597 – 606) Qualitative research approach method gave the foundation of data analysis. Following the research content from reliable sources which helped by answering research questions and giving specific information to form data. Researchers are helped by a good qualitative study in understating most of the areas providing confusion and which would need to be considered. The information in transcripts was gathered by means of interviews (Roberts, Paula, Helena, Tray nor and Michael 2009: 957 – 970). The concept of good research information with the quality it deserves presenting reliability shows a concept to evaluate quality qualitative study which shows the purpose of giving the understanding of the qualitative study and its use. Reliability bounded the theoretical information with the actual transcripts with original information from the interviewees. The dependability on information gathered from the participants made the research content useful to form data. The researcher and the

participants work together to address the validity of the information found to form data. Patton, (2001) in the qualitative report article 6 by Golafshani, (2003: 597 – 606) stated that “validity and reliability are two factors which any qualitative researcher should be concerned about while designing a study, analysing results and judging the quality of the study.” In this perspective, the research methods were a source of research information, qualitative research method was more suitable for the phenomena. Utilization of qualitative research methodological approach and method addressed the consistency of the research study and in-depth of data analysis could give meaningful responses to the reader. The quality of the study depended on the use of quality in qualitative paradigms. The population found gave direct answers with dependable information from the companies. At the end findings were closely linked to the consistence of data analysis. Predictive analysis method has a future use component in the processes of data. A radical improved performance on production of goods and services in companies could be achieved where there was transparent human resource policy and procedure at every stage of companies’ activities. In all circumstances the content of the research study should contain relevant information useful to the reader. The text in research proving that the data accommodated research questions and answering issues raised to form data. Readers should perceive independent judgement based on answers presented by participants. The population included senior managers, managers, senior employees and employees who were able to present the human resource policy and procedure portfolio in the companies found in the transport industry in Zimbabwe. Effective communication between the team members and groups on choosing the way to approach each other should be importance to motivate all, at the work situation in companies (Creswell 2013). Research design was made easy in the application on working with qualitative research methodology a social science technique. Performance of the companies on service delivery was affected by communication of reliable information among the top managers and rest of staff in some companies. Where effective

reliability and validity is applied quality compliance and continuous improvement remain observed in companies' activities. In application, qualitative research is concerned with the extent to which the results or measure are repeatable in different circumstances (Bryman, 2001). The source of data collection emanated from the five companies see table 2. Utilization of the transparent human resource policy and procedure which were distributed to all made some companies to respond by way of compliance. Where researchers find the employees, managers and their supervisors having the theoretical and transparency up keep of communication among the rest of staff organizational performance was shown by commitment at the workplace. Researchers would identify the issues being investigated at the figure tips of the most employees. Less time was spent in the investigations processes and a considerable behaviour was found. Researcher would be able to be with the participant for one hour discussing the issues based on the research questions prepared to collect the information from the people to form data. Time could be extended for another thirty minutes where discussions were adding value to the required information found to be working well in the research study. It was the topic of the research study of interest to the employees and managers at workplace.

Utilization of Policies in selected 5 companies in Transport Industry Table 7.

Company	Business Activity	Legal document	
A	Air Transport	Use of policy and procedure and manuals on long term basis.	
B	Road Transport	Use of policy and procedure and manuals on long term basis.	
C	Rail Transport	Use of policy and procedure and manuals on long term basis	
D	Roads Construction	Use of policy and procedure and manuals on long term basis.	
E	Vehicle Hire	Use of policy and procedure and manuals on long term basis.	

It was from the five companies where information to form data was relied upon. In these companies all were supposed to use long term human resource policy and procedure up dated

them on annual basis but others did not have these policies and procedures. Though this was being done, some companies did not have these policies and procedures and that made them to fail to produce quality services and products resulting in having high costs on maintenance and wage bills in a state of bad economic situation affecting the industries. There were variances found in the data collection from the different companies selected to cover the required details of the information. The variances were attributed by the familiarity use of the legal company documents at ground level and other companies had no operations manuals for referring to their work. That limited the scope of investigations as participants were giving the same answers during the interview meetings set for data collection from the different companies. The qualitative research approach which respond to the flexibility accommodating the theoretical framework remained adding value to all what has been said by the managers and employees.

4.2.4 External Reliabilities and Validity.

The research interviews were conducted in a free and fair atmosphere and the information put together was reliable at all stages of sampling. The sample was of 63 interviewees to form data where an elements of trustworthiness components were valid. Winter (2000: 1). stated that, the concept of validity in a range of qualitative studies, “validity concept is not a single, fixed or universal concept, but “rather a contingent construct, in escapable grounded in the process and intentions of particular research methodologies and projects.” Reliability connects the research study and form the correct complete dependability of the content found in the research study. This was the concept of laying down the information to form data and findings. Participation and trust was there to provide reliability measurement in the ways and means of following the alignment of the research. Gibbs (2007) and Creswell (2014). defined concepts concisely as “Qualitative validity means that the researchers’ approach is consistent across different researchers and projects.” The research topic constituted the variables with different abilities, knowledge and wisdom to share in the research study. The population of the research study

was involved on issues surrounding the research topic. The issues were connected to the business administration and its activities based on the use of policies and procedure manuals at the workplace. Managers and employees found to participate in the research interviews were based in five companies and had the experiences to share facts. If the validity and reliability conform to trustworthiness and quality, it remains important paradigm.

4. 3. Results of Findings

Companies were formed to produce quality goods and services using human capital at all stages of production. Effective communication among all stakeholders through transparent human resources policy and procedure, operations manuals, and companies' rules and regulations drive the wheels of good performance in companies. These document were not in some companies. Companies which were not involving human capital in business strategic plans, management systems and processes headed for dismal failure (Kriazoglou, 2012) in producing quality goods and services. The research study aimed at the investigation of the impact of transparent human resource policy and procedure on employee engagement in some companies in Zimbabwe. Research processes produced findings based on the result found on information gathered from managers with companies with opaque human resource policy and procedure, managers with companies with transparent human resource policy and procedure, and employees with companies with opaque human resource policy and procedure and finally on the employees with companies with transparent human resource policy and procedure. Managers and employees issues found in the research processes where themes were gathered from research participants. Highlights are in tables 3, 5, 6, and 7 of this paper forecasting on sample questions and answers where common themes were derived, that had helped and contribute to the body of knowledge in this research. These themes were features of the structure of the research study and used to produce a simple way of understanding the flow of the information on the processes of the interviews meetings carried out in companies. These

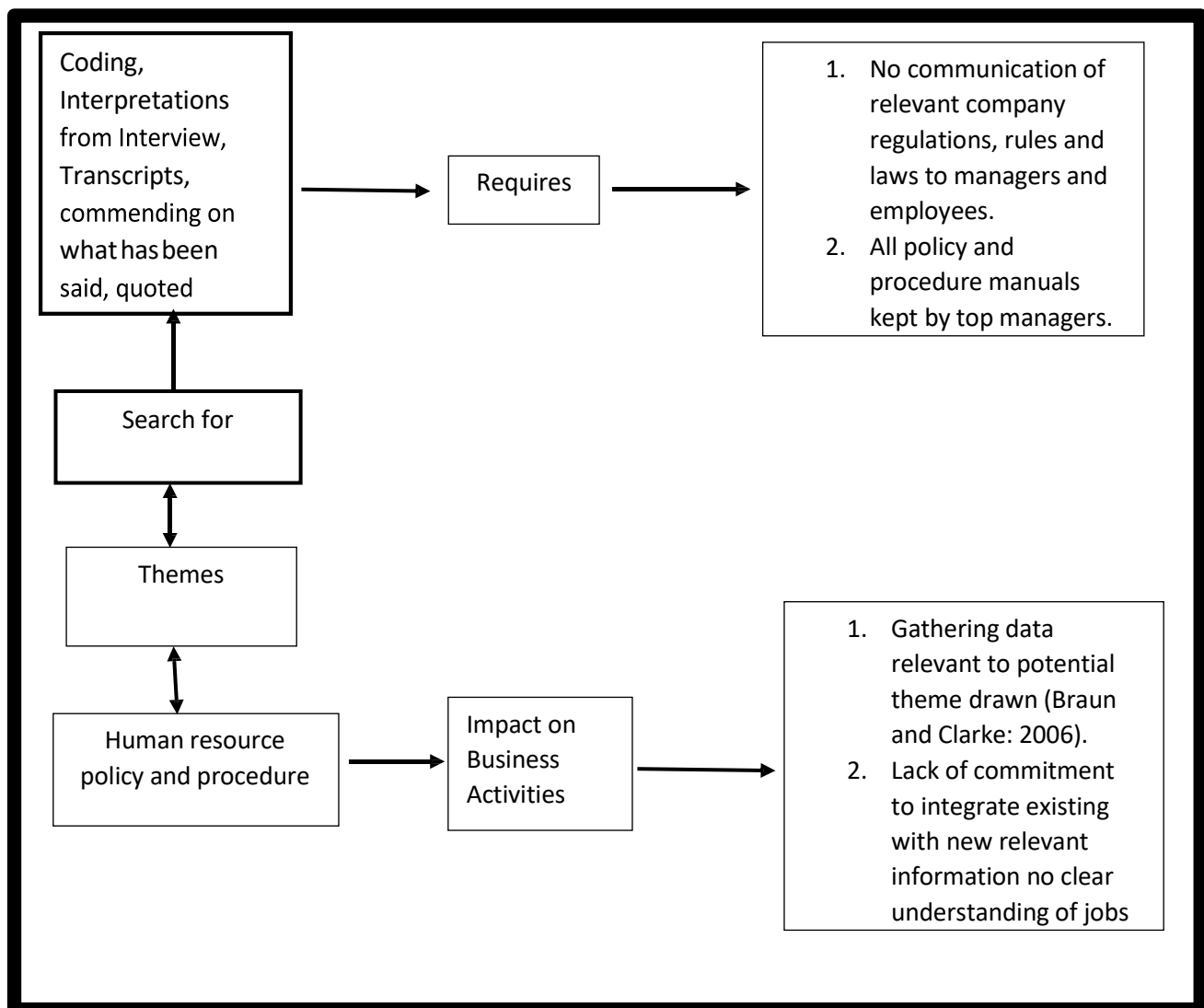
companies are parastatals created to provide essential services to the government and partially controlled by the state using board committees to settle and control business activities.

The concept map shows the way creative production is aimed to give impact to the companies' processes in the production of goods and services in different companies at the workplace. In this study the research design was found to be actualizing the logic behind a set of procedures being followed helping and validation of the data as provided in the research study. This idea was brought up because the research design had services to plan structure to be used in research and maximised the validity of findings in the research. The general out look of how senior managers, managers with companies with opaque human resource policy and procedure were represented by a simple concept. The concept had a source of movement found in the processes of how movement of information was done in different companies between the top managers, managers and employees. The chart shows human resource management implementation based on hard and soft business administration and how human capital in different companies is being supervised by senior managers in different companies to produce goods and services. The human resource management systems confide with the way companies were being organized by the top managers in different companies and their concepts based on conceptual framework and theoretical framework. Concept maps give views on.

- The processes of information of manager with companies with no human resource policies and employee engagement.
- The processes of information of companies with employees with no human resource policies and employee engagement.
- The processes of information of manager with companies with transparent human resource policies and employee engagement.
- The processes of information of employees with companies with transparent human resource policies and employee engagement.

These constitute the movement of concepts and their follow in the operations of the research study. Coordination of information has to be aligned to the research questions well prepared.

4.3.1 Concept Map 1. On employee engagement and the managers of companies had no transparency.



The research findings revealed that levels of employee engagement in companies that lacked transparent were deemed. Despite the fact that the researcher did not measure the levels of employee engagement empirically participants were asked their views on employee engagement levels. One of the sub themes focused on the characteristics of employee engagement and these were equally taken on board by the researcher. The findings pointed out that there was limited communication between people and their mangers in the companies.

Equally it was clear that employees were not physically, socially and emotionally attached to their organisation. The respondents reiterated the challenge associated with failure to identify with the company. It was clear that employees registered their displeasure on a clear breach of the labour laws. Findings also revealed that participants were not happy with failure to have HR policies in place which compromised their engagement. Thus it is clear that failure to have transparent policies led to low employee engagement hence a negative impact.

Opaque human resource policy and procedure. Employees are not engaged to companies' business and administrative activities. Employees rely on their work experience, skills and academic back ground and top managers were not developing employees. There were no appraisals systems to measure the work performance and employees outcomes found on business activities (Payne, Horner, Margret, Boswell Schroeder, Amber and Stine – Cheyne 2009). Companies which had human resource policy and procedure did not update them and the same documents were not given to employees and their supervisors. Top managers considered employees as best tools to produce goods and services. Three participants who attended interviews stated that, “where there is no transparency of legal documents, employees perform jobs without guidelines.” There were no codes of conducts and ethics codes. The employees were dismissed from the companies without following proper code of conduct guidelines. Many disciplinary cases were referred to the labour court for settlement and companies lost the cases during the hearing resulting in employees being reinstated to the service. High costs following payment of back pay were incurred by the companies with opaque human resource policy and procedure and operational manuals. There were no clear organizational structures to support the reporting protocols which could make it easy for managers and their teams to quickly solve business issues. It was found by other authors that human resource policy and procedure used by organized companies with business plans and strategies put the position of companies' performance at controlled position recognized by others (Guest 2011,

Lawler, 2005, Ulrich, Younger and Brook Bank, 2018). It was at this point where issues of implementation of Human resource policy and procedure was avoided by managers operating in different companies at the workplace to cover their own interests (Adjibolosoo, 2011: 19 – 132). As there were no information shared among the senior managers, managers, senior employees, employees, the results of the interview questions provided interesting themes. The sample of questions presented in this paper are a result of themes that emerged following theoretical saturation. Theoretical saturation is the point at which analysis of additional data through constant comparison across data samples, cases, or situations that provides no new insights into the substantive theory of action generated from the data. Table 3 shows highlights sample questions and answer from themes of managers in companies that exercise opaque human resource. The process of providing the origin of the participants show the evidences given by individuals during the interview. The highlights had been put to show how the researcher provided the questions and answers to individuals who managed to attend the interviews which were held between the interviewer and the interviewee to source information from in different companies. One key example of response from participant who said, “I do not know what a human resource policy and procedure look like,” showed lake of knowledge. According to Radhika, K. (2020). The companies’ leaders lack management of resources in form of, training and development, job duties, encouraging communication processes among themselves, promoting employee health and safety resulting in creating amicable and present working environment conditions and having policies which contribute to efficiency implementations of companies’ regulatory framework.” These laws are required to foster the effectiveness of good and transparent policies and employee engagement. Workers have to know what is happening in the company for them to tackle jobs duties with clear minds. Sustaining the grief and miserable conditions of service affecting their performance day in day out each week and every month. Leaders have to be resilient on monitoring the employees.

Considering the themes found in the content of research study, the general findings on the research study based on the theoretical approach and on a social science qualitative research method human resource policy and procedure were not made available to the managers. The companies rely on human resource consultancy on issues affecting business activities and organizational structures. According to Willmore Joe (2008: 33 – 46). he found that, “performance of the consultants are what we are, human performance exposed to human resource policy and procedure and operations manuals found in the human resource management systems and good work is what employees seek.” The workplace was run by knowledge, previous experiences and skills found in the managers and employees a system which is beyond business administration blueprint. Table 4 shows highlights of availability of human resource policy and procedure in managers with companies with opaque human resource policy and procedure. Availability of human resource policy and procedure in companies showed a selected managers in possession of the human resource policy and procedure and those who did not have at a glance. This type of management gave a bad state.

The table below provides the management issues found from research processes: Again themes were drawn from over 50 research participants and table 4 focus on sample questions and answer. Common themes were derived that have helped to contribute to the body of knowledge in this research. The information collected from the five companies was found to be sounding well to produce the correct data for the research study. In the process the participants found from different companies had a clear mind and psychological up keep of what they real wanted to give as correct information. This was evidenced by their attitudes, behaviours, and abilities and depended upon on the research study. In so doing, Ghazzawi et al (2009; 300 – 309). contests that employee productivity is depended on the policies and procedure manuals used by different. Looking upon companies and from a critical perspective further analysis on individual senior, and middle managers’ leadership skills and policy implementation it was

found that their behaviour affects employees at work leading to poor production of goods and services in companies. Repeated cases of misconduct affecting mostly junior employees.

Issues Found from Research Process Table 8

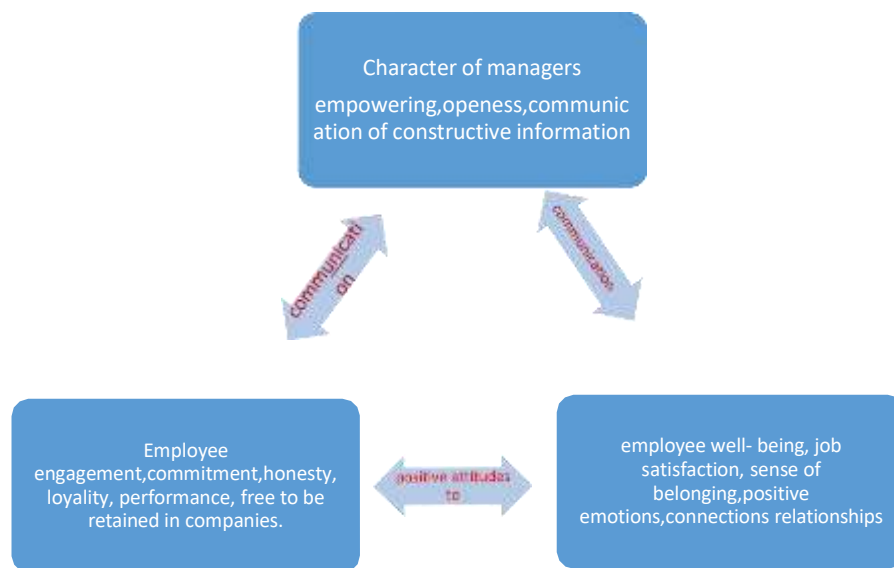
The summarised issues in the table shown below has the information related to leadership.

Top managers	Human resource policy and procedure	Available
Senior managers	Human resource policy and procedure	Available
Managers	Human resource policy and procedure	Not available
Senior employees	Human resource policy and procedure	Not available
employees	Human resource policy and procedure	Not available

The finding showed that sharing of the human resource policies in the companies with no transparent had a mismatch to the extent that the employees and managers had no policies to use at the workplace. This has caused panic and confusion leading dismissals. These dismissals are caused by lack of human resource policies. Looking at the managers and employees with companies with opaque policies and procedures, the issues of making policies and procedures available to the employees and their managers was not done. These documents were found in the companies but only top managers knew where they are found. Senior managers were able to access the regulations and laws of the companies at any time. In this regard, top managers expected to see long term improvement into culture of having companies with high income and output at the lower cost. Give their employee less opportunities of passing decisions without consulting the supervisors. The employee morale at work was found not to be considered at the workplace but to continuously keep on working. On measuring organizational performance top managers were not considering best practice towards how employees carried out their jobs at the workplace (Pierre et al 2009: 718 – 804). There were no way measurement of performance could be done where company laws and business strategic plans were not either there, or made available to employees by senior managers. Human

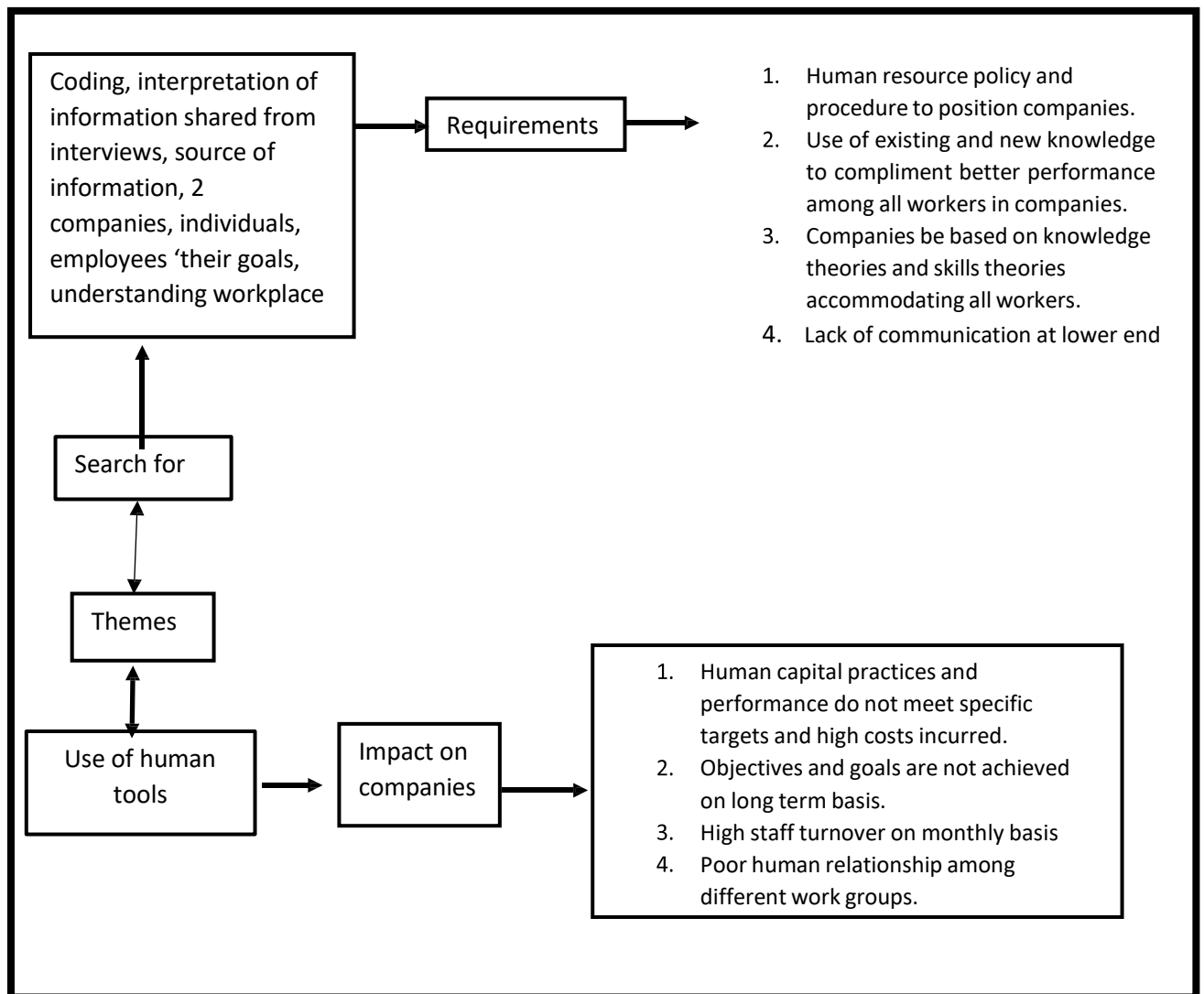
resource management had to use the correct measurement tools to facilitate organizational performance in their companies. Human resource management use communication which is a process by which employees at work create and share information through ideas with one another to reach mutual understanding at work. In human resource management Di Nuovo and Zanchi (2008: 7 – 18). proved that “employee participation in companies’ mission statement, emotions, emotional climate and sense of belonging within the organizations are clear independent factors.” Human resource management systems use tools, some of which are human capital, equipment, materials, heavy and light vehicles buildings, land and so on. Above all human capital are controlled by company laws, policies and procedures, memorandum of agreements on daily basis at the workplace. Business activities cover the companies, long projects. It imperative that top managers agree to allow transparency of human resource policy and procedure manuals at the workplace in their companies. There no means of remembering all what is said without written documents from the companies showing how business activities and jobs specifications to support the organizational structure are found, Managers and employees feeling proud of their company can find the jobs to be easy to perform, Those feeling should not give pride among themselves, their customers and because whatever they do they do it for the benefit of a good company. It has been the issues of the companies which can raise the performance of employees. The research findings in supported by the maps revealed that levels of employee engagement in companies that lacked transparent were considered. Despite that researcher did not measure the levels employee engagement empirically participants were asked their views on employee engagement levels. One of the sub themes forecasted on the characteristics of employee engagement and theses were taken on board. At glance, it was clear that employees were not physically attached to companies.

Diagram.3



These characters of managers drive the organizational performance to great heights with the way they allow employees to do their jobs with clear participations on carrying out tasks. The transparency and positive attitudes on communication channels found on employee engagement produce good results for the companies ‘as a whole at the workplace.’ It is the only way the companies could be in a better position to produce quality goods and services. The purpose of using companies’ laws and regulations, policies and procedures would be noticed by the shareholders, stakeholders of the companies. It is in reign of formation of companies where link of all jobs are based on the human resource management systems. Employee jobs are influenced by human resource management systems on crafting job assignment. The crafting of company laws, regulations, rules, policies, procedures, accounting manuals, procurement procedures and so on are some of the factors which are required and companies cannot effectively and efficiently operate business without the guiding document. All companies should be accountable to production of products.

4.3.2 Employees with companies with opaque human resource policies. Map 2



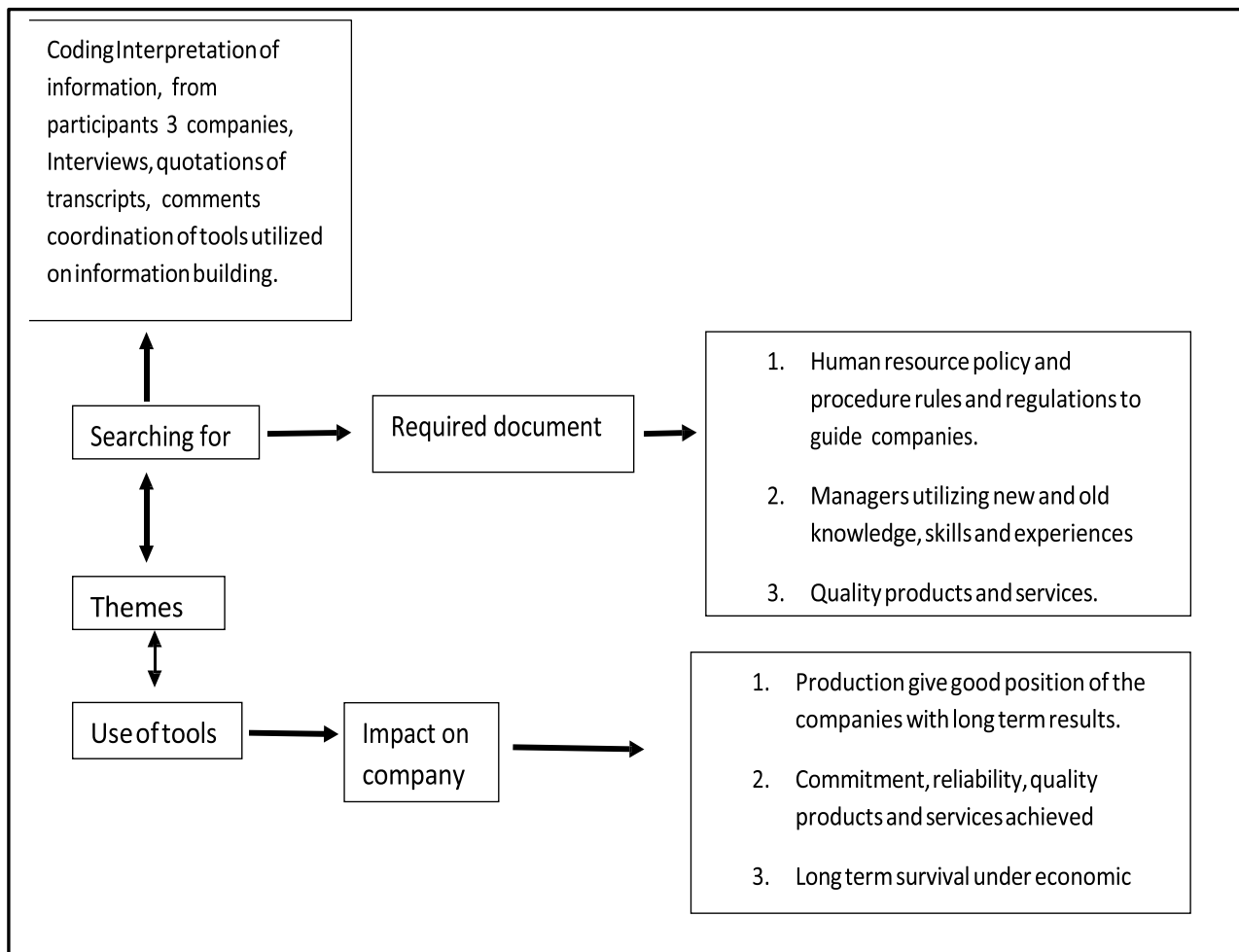
Likewise employees employed by companies with opaque human resource policy and procedure fall in the same predicament where companies' rules, laws and regulations are not observed on guiding documents of the companies' operations by top managers. There was a position taken by top managers at the working environment of using solder leadership on both senior manager, managers and employees with opaque human resource policies and procedures. This was observed on collection of information from the interview meetings refer to table 10. The processes of the interviews were carried out in the 5 selected companies found in Zimbabwe. The table shows a brief high lights of the proceedings of the meetings carried out between managers and employees as participants and the interviewer.

Employees highlights sample of questions and Answers Table 9

1 Employees	After your appointment to the service did your senior manager provide you with induction processes?
a)	I was appointed to the service as a casual worker and have remained a casual worker for the past 10 years. I was introduced to my supervisor and that was it. There are no policies and procedures followed. I do not even know that a company should have rules and regulations to control the conditions of staff. Jobs are just given by word of mouth without written documents.
2	Were you introduced to business strategic plans during the process of induction?
a)	I was introduced to the company and other fellow workers I was going to work with and my supervisor. There no such thing in the company given to me such as policies and procedures and I don't even know what is human resource policy and procedure.
3	Have you ever seen a document called human resource policy and procedure during your working in this company?
a)	I have not seen one in this company and I cannot know what I have not seen.
4	Do you know how your performance is assessed or measured by your senior managers?
a)	I always want to know how business activities are managed but no one has showed a paper with information on how to perform better.

This confirmed that companies with opaque human resource policy and procedure used verbal instructions on daily work programs. Employees are not exposed to organizational structures, strategic plans and there no formal performance measurements on the human resource management systems. Employee performance, outcomes and comparison of practices theory (Payne, Horner, Boswell Schroeder and Stine – Cheyne 2009) brings quality services and products from the employee. There was lack of communication in writing among top managers, senior managers, and managers. Senior employees and employees causing opaqueness in companies. The way human resource management made diversity through flexible work arrangements (Michielsens, Bingham, Cecilie, Clarke, and Linda 2014: 49 – 69).

4.3.3. Companies with managers with transparent human resource policies map 3.



With clear transparent disciplinary policies a fair environment where grievances are handled in time prevailed. Employees appreciated communication with regards to labour laws among an array of other human resource policies and practices. Recruitment and selection as well as reward management policies were critical sources to effective employee engagement. So while below there is a detailed presentation and analysis it is crucial to point out clearly that there is a positive impact of human resource policies on employee engagement. Employee engagement shows relationship between Transparent which has either clear or opaque while accountability can be either soft or hard human resource management (Jonathan Fox 2010: 663 – 671). Opaque where there are policies and transparent where there is policy.

As per concept map 3, Managers with companies with transparent human resource policy and procedure lead by good example on strategizing and planning its objectives and goals. These were shown by way of formatted production planning. As is illustrated below, top managers were able to share the business strategic plans with the all employees. The human resources department was given the responsibility of keeping the human resource policy and procedure and shared the information according to the companies' laws and regulations. Managers working in other departments were able to find the regulations, policies and procedure manuals kept by the human resources department without delay. In such working environment the companies were committed to the production of goods and services. Top managers were accommodating the managers and employees who had problems with good solutions. Human resource management styles give employees permission to make decision at the workplace and a systematic feedback platform was available to all the employees at the workplace. The use of different tools to collect information to form data was easy to find due to the good relationships found in companies. The illustration provided has an analytical concept explaining the movement found in the research process. This process conceptual framework has a summarized role in explaining the movement of human resource policies and management business activities. There is satisfaction, commitment and jobs can be assigned to the workforce without fear of uncertainty to achieve good organizational performance at the workplace.

Companies were formed to represent shareholders, management, human capital and customers place together with the unit to fulfil their objectives. The company policy is availed for accountability, guidance to achieve a targeted set of goals by all. In this contest, Human resource policy and procedure provides the position of the companies' effective and efficient production using managers' knowledge, abilities, skills and experiences. Researchers found that managers and employees tolerate each other through connections and dialog at the workplace (Hardin – Sharonica LaTrease, 2014). Companies with transparency human

resource policy and procedure was noticed with the way they responded to the interview meetings. It revealed that the workplace comprises of employees and managers committed to their work, able to use their talents and skills on settling companies' objectives and goals by way of being efficient in performing their jobs, willingly marketing the products of their companies, free to respond to companies' queries without being disturbed by bureaucratic process, able to share responsibility and accountability coming out of the workplace without

Fear of being victimized, they did not suffer from psychological problem coming out of their workplace and finally they were motivated by the companies and hence produce quality goods.

Having determined human resource management styles on transparency it was of good course to examine the issue of transparency in companies' rules, regulations policies and procedure manuals implementation and purposeful use. The justification of the information being sort from the participants form the basis of findings required to create the credible research study. The information for the study was found from the employees and managers after getting permission from their senior managers. The study is aimed at sharing human resource policies with each other including the shareholders. This information is found from the individuals who are employed by the selected 5 companies in the transport industry mandated to carry out the services of ferrying employees and the general public from home to office and on other errands as arranged. These services contribute to generate the government revenue in the companies. In the same trend of events, the public, civil servants and dignitaries are helped with cheaper transport by some of these companies on their errands and from home to office. The shared responsibility help the nation on controlling the movements of its population within the state.

Questions and Answers for Employees below Table 10

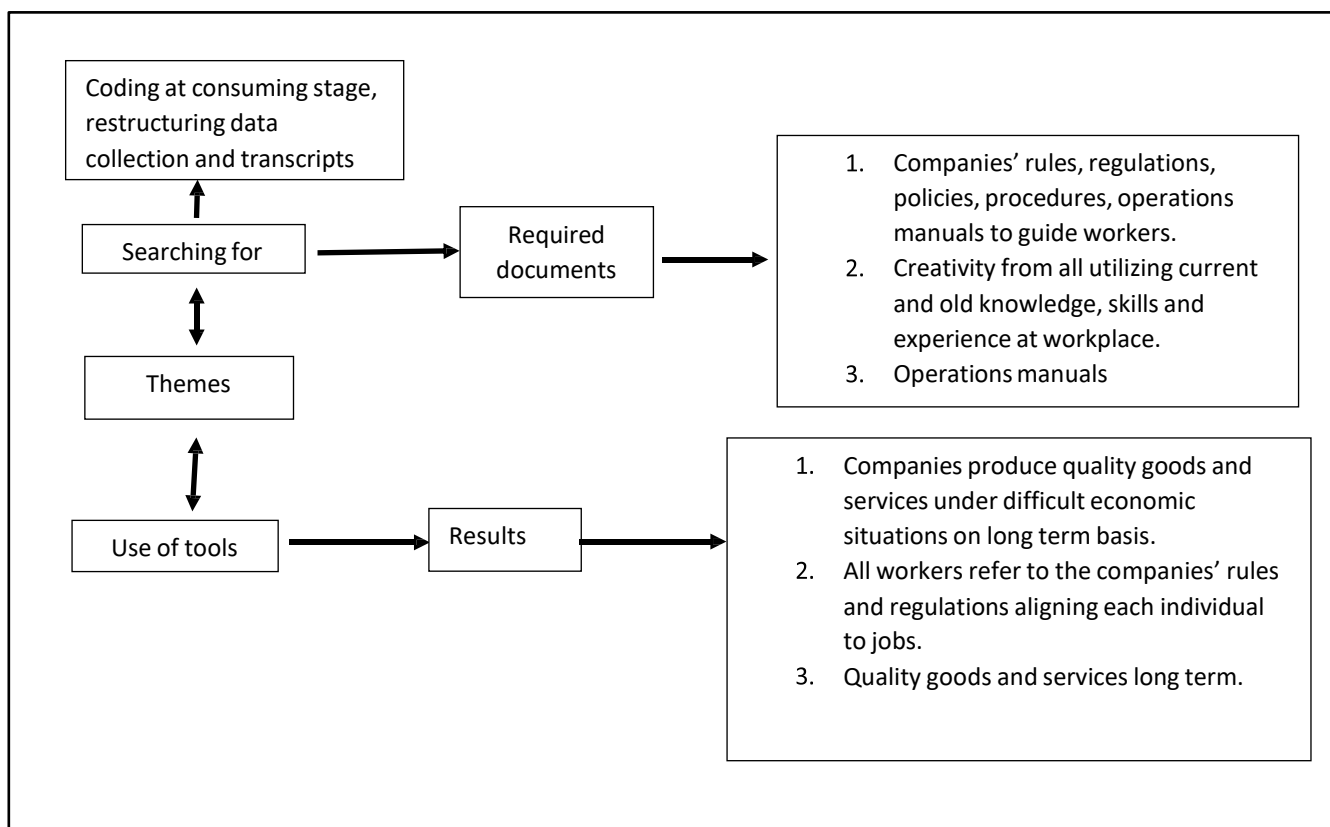
1	What are the reasons of having transparency human resource policy and procedure in companies?
a)	These include the human resource policy and procedure, code of conducts, financial and accounting manuals and different operations manuals for artisans and engineers, accountants, accounts clerks, and all other grades. They all guide management on discipline of company staff and its production. These are kept by human resource department
2	How does the legal documents guide lower level employees to perform at the workplace?
A	There is a combined effort from all groups found in the company engaged to perform different duties. They provide input to craft different policies and procedures including the human resource policies procedures. This function is led by the human resource department of our company
3	Do employees and their supervisors understand the policy and procedure of the company?
A	Oh! Yes distribution of human resource policy and procedure is done by head of human resource department who reports to Chief Executive Officer. This allows me to deal with organizing and planning the operations of the business and settle issues which needs managers' attention. I have no problem with staff issues in my department most of them are referred to the head of human resources.
4	How do you avail the human resource policy and procedure to the lower level employees?
A	Human resource is the custodian of all the policies and procedures at company level and information is filtered through heads of departments to the lower grades of employees. There is open door policy at managerial level to attend the employees' problems and provide feedback within the shortest time.

The outlook of companies with transparent human resource policy and procedure and the door step attracted the eye seeing the surroundings and customer care reception. There was peace at the look of buildings grounds maintenance including response to researcher's requests. Production of quality goods and services came out of companies capable of using internal human capital and finding external strategic leveraging knowledge capabilities with current management systems of production and human resource policy and procedure (Quinn 1999: 9 – 21). The managers with companies with transparent human resource policy and procedure utilized internal and external human capital and consultancy to remain flexible, and have more integrated services to strengthen value added services at reduced costs. Managers with transparent human resource policies had employees with organizational performance at all the stages of production. As known by researchers, human resource is one factor in organizations that cannot be duplicated and employee engagement is good means to help every company to gain the competitive advantage. In 1990, Khahn, (1990: 694) introduced concept of employee

engagement providing the well-known simple definition, “the harnessing of organization members’ selves to their work roles in engagement where individuals employ and express themselves mentally, psychologically, physically and cognitively on their jobs.”

4.3.4 Employees with companies with transparent human resource policy and procedure.

Concept map 4.



Resource policy and procedure based on organizational performance. On transparent human resource management all workers shared company’s information leading to increased performance, at the workplace, production of quality goods and services, unit of purpose and errors are found before causing damage to products. Employees working in harmony, have the chances of being exposed to the companies’ laws, regulations, policies and procedures given

To them by their supervisors are able to gain special skills, knowledge from psychological upkeep of their minds and are able utilize tools, machines and understand their jobs. Employees are found to increase work performance with minimum supervisions.

Employee highlights sample of course of action questions and answers Table 11

1 Employees	What is the purpose of having human resource policy and procedure in a company?
a)	Human resource policy and procedure help the company to grow if information is properly disseminated to employees. Workers understand what is required of them at work.
2	Who is responsible for crafting human resource policy and procedure documents?
a)	The human resource and administration department has the mandate to craft the policies and procedures assisted by management and they are approved by the Board of directors of the company.
3	Are the human resource policy and procedure documents made available to workers by senior managers at the workplace?
a)	The policies and procedures are made available to the employees by the human resource department as part of its responsibility.
4	Are the human resource policy and procedure documents made available to workers by senior managers at the workplace?
a)	The policies and procedures are made available to the employees by the human resource department as part of its responsibility

Implementation of companies' laws rules and regulations were channelled through human resources department to all the workers. Top managers involve all companies' groups and teams in enforcing the human resource policies and procedures and operations manuals on organizational performance (Guest, 2011, Lawler, 2005, Ulrich, Younger and Brock Bank, 2018). Commitment and reliable information was collected from company employees in the process of searching for trusted data. It was seen that record management systems were clear to all the workers of companies with transparent business communication among employees employed by the companies. Record management systems increased access to the required policies and procedure manuals required on specific jobs assigned to different employees.

The record is required for keeping, tracing, reference checks, storage and follow up records. It is always a good record of information which is kept in the record management system.

4. 4. Evaluation of Findings.

4. 4. 1. Brief Report

Some companies in Zimbabwe with managers and employees with opaque human resource policy and procedure were experiencing poor organizational development, no structural setup and poor production, creativity centralised at top manager's level. According to Robson, Skarmeas and Spyropoulou (2006: 585 – 609). “Organizational communication is a process that enables groups and or partners to learn from each other and to coordinate their tasks helping the group to develop and maintain viable relationship.” The objectives and goals of companies were arranged by top managers to suit their management styles and usurp human capital energy by using their knowledge, skills and experiences without being guided by companies' rules regulations and laws. This was meant to isolate managers and employees access companies' policies and procedures and operational manuals at workplace where guiding work principles are found. This was only done by top managers to hold on to control business activities at a central point by reserving business knowledge power at a centre point. That could be a source of problem in companies at the workplace. According to James Baba Abugre , (2017: 198 – 216). stated that, “integrate research on co – worker and cynicism with social exchange as a theoretical grounding to propose a process model that focus on how employees' positive relationships at work impacts negatively on their cynical behaviours in organizations leading to their intentions to stay rather than their intention to leave.” Avoiding managers and employees on useful information in form of companies' strategic plans with secret agenda of monopolizing power and use workers as tools to generate products and services at the expense of their power and knowledge. Company owners put away historical business information on performance activities that could help managers with companies with opaque human resource policies and procedures which help them solve business issues. The workforce are left with minds of uncertainty not even knowing what they can do due to lack of companies' support,

Three companies with transparent human resource policies and procedures brought sustainable human capital such as found on reliability, based on good leadership style. Strategic planning and management followed by interpretation of company laws, regulations, rules policies and procedures was found in all departments. Most decisions are connected to business activities in managers and employees with companies with transparent human resource policies and procedures (Armstrong, Flood, Guthrie, Liu, McCurtain and Mkanwa, 2010: 977 – 998). It was found that managers and employees look at the business activities from the business perspectives and all aim to make great profits at the end of each financial year. Experiences, old and new existing knowledge are combined to form new initiatives. In these companies quality goods and service put managers and employees in their positions of jobs. There is feedback on service delivery at all stages of production of services and other products produced in companies with transparent human resource policy and procedure. The exposure to the laws, regulations policies and procedures to the employees had to hold on to the guidelines in different by giving directions on what they are employed to do. Employees are committed to their jobs and expected to produce quality goods and services in companies. Human resource management systems has led on how human capital who are supposed to operate in their organizations under good guidance and fall-back positions of correcting the error found in the systems of operations. According to the researcher's working experience, these systems are well justified to correct the errors found in the companies' laws regulations and rules already put in place. Some of these rules disturb the flow of information in the communication system.

. 4. 2. Evaluation

The findings were from a number of interviews carried out in five companies in Zimbabwe. This was based on the four sets of questions originating data collection from the notes in different interviews. The figures were categorized from 120 = 100 = 75 = 63.

Categorised figure originated from the content of the research study with finding given in four sets of the research questions. These sets illustrate companies with opaque human resource policy and procedure and employees with companies with opaque human resource policy and procedure providing figures of 6 managers and 24 employees interviewed in the companies, 4 and 5. This was followed by managers with companies with transparent human resource policy and procedure and employees with companies with transparent human resource policy and procedure showing companies, 1, 2 and 3 with the 7 managers and 26 employees interviewed in companies. Table 13 below confirms the summary of categorised 63 participants a unit sample which gave the credible information to form data used in the study.

Summary of participants interviewed Table 12

Number interviewees	Grade level	Total invited	Company with opaque human resource policies and procedures
6	Managers	10	
24	employees	40	50
			Companies with transparent human resource policies and procedures.
7	Managers	15	
26	employees	35	50
63		100	100 Totals

The simple interview scheduling from the five companies was following the interview strategy formatted in the four sets of different questions prepared to provide information from the managers with companies with opaque human resource policy and procedure, managers with companies with transparent human resource policy and procedure, employees with companies with opaque human resource policy and procedure, and employees with companies with transparent human resource policy and procedure. The four sets were found to be the contribution to the question and answer open ended version to produce correct information to form the required data. In this respect, coordination based on the four sets generated the face to face between the interviewer and the interviewee addressing the different questions in line

with the research study. It is made by managers and employees' information found had credible facts to support the validity of the research study. Participants were free to respond to the questions and able to comments on the issues not clearly understood by the researcher. A free atmosphere was experience by the two participants in a quiet place.

Findings were assessed based on the actual numbers from each company and the leadership styles found in five different companies generally on calculated equal figures of the selected research population covering company 1 to 5. The companies' numbers 4 and 5 with managers with opaque human resource policy and procedure provided unfavourable perceptions on human capital's conditions of service. Depicted on company 4 was that there were no company laws, rules and regulation, policy and procedures and operations manuals to guide managers and employees on the workshop ground. Though the findings remained genuine because managers and employees observed the ethical principles and responses on putting together information with codes text for themes were based on trust. Based on the findings the company was supposed to bring new responsibility areas into social responsibility (Carrol 1919: 39 – 48) wherein stakeholder and top managers did not draw their attention or avail human resource policy and procedure to the managers and employees at the workplace on the operational ground. Found in this study was a misconception on communication of company legal documents and suggested management theory and engagement theory into the performance management processes. These would introduce multiple benefits on developing employee engagement instead of having outcome of good or high level performance coming out of uncoordinated connections on business activities (Saks and Grumman 2011: 123 – 136). Seeing the issues at a glance the company should value the existence of human resources policies at the formation stage, strategic plans of the company and recognise the presence of human capital as part on production of goods and services in all company's departments. Closely estimating the company's costs by checking outcomes against incomes at a given time poor return to all

stockholders showed to be eminent. Although company 5 understood that the principles of policies and procedure manuals are associated with process, organizational structure, culture, ethics and behaviour, information, service and application just to mention a few (Wadhwa, Preeti, Guthrie, and James (2018: 10 – 14). Top managers did not make available these documents to managers and employees. On calculation of the figures examined in the second company, visible existence of legal documents kept by top managers as official secret documents were found. Top management knew the doctrines of policy and procure manuals and its usefulness in the business activities but no communication of these documents were done and business administration and company' activities remained centralized at top level. Due to lack of valuable information among employees, engagement theory and employee performance theory did not match or measure human resources practices as required by company's organizational performance and behaviour. The doldrums made by the company were found to cause the management theory not to address the employee practices found to be disturbing the company's top manager's management practices style. Literature from other authors Jamali, El Diran and Harwood (2015: 125 - 143) expressed that "A big employer needs common, equal and just rules for everyone but there needs to be room for well-grounded flexibility". The general assessment of the company's operations showed rigid rules, set on short term periods and meant to achieve certain objectives required by top managers. The issue of opaque human resource policy and procedure was not challenged by the work groups and teams employed by the two companies when it happened because of the type of leadership workers faced in these companies of the research study. Viewing the general outlook of the findings it is recommended that further research studies be conducted by independent research teams. This will assist further evaluation of the information and analysis of facts provided.

In this study, companies which are guided by their own laws, rules, regulations, policies and procedures and utilize transparency and communication at all organizational channels produce

quality goods and services. The managers and employees with companies with transparent human resource policy and procedure having intervention of theories in the human resources management systems contributed to a greater extent on the productions of goods and services. This is shown in the conceptual framework found in tables 3 and 4 of this study. The experiences of coached senior managers, managers, senior employees and employees showed a coaching process found on top managers' knowledge who used a constructivist grounded theory (Charmaz, 2014). Companies grew in capacity and development using the human resource policy and procedure to guide business operations at all stages of growth. It was a good gesture to notice quality goods and services on promotion marketing the companies using different companies' platforms. These results were backed by literature from other authors who examined the use of transparent human resource policy and procedure and implementing these policies and procedures matching jobs and skills, experiences, including qualifications gained in different field of work. The assessment of use of tools and workforce showed that managers were understanding the abilities and limitations found in the employees on applying tools, machines and other systems on different jobs (Quin Antony, 2019). There was rotational development and training of employees on different fields of operations. Managers have time of exploring different study opportunities to increase the skills and new knowledge on changing productions systems in their industry and source literature and institutions to send workers for further training and development. The use of management theory and worker's practices in each field of work increase the capacity to build team spirit in the companies in most given situation. This increased the rate of production by 85% in difficulty economic situations and no worker retrenchments were experienced by top managers helping employee engagement at workplace. Among the 3 companies there were variations in service delivery even on the implementation of company laws, regulations, human resources policy and procedure found on the population sample of the research study. Agreed proponents and the multiple role model

for human resources management show the “roles in building a competitive organization’s future strategic focus on processes made by people on day to day operational intentions (Ulrich, 1997: 24). Theories and literature from different authors authenticate use of policies, procedures, operational manuals as oiling, and the wheels of companies on all the dispensations for successful companies’ operations should be found in the organizational structures.

The findings are aligned to the research questions complimenting variables and concepts raised in the study and amounting to the conceptual framework such as theories and literature. Purposefully, managers and employees with companies with transparent human resource policy and procedure perform and produce quality products and their knowledge is required to give suggestions. Schade J. (2004: 24 – 26). Noticed that, “involvement of employees in business information sharing was found to be building strong relationships, develop best companies’ work practices, commitment, and psychological belonging to the company. Though there were some variations on the use of policies and procedures and operations manuals, the general trend of events contributed to the impact of transparency following utilization of companies’ laws rules and regulations accommodating all workers at the workplace. However, on noticing the way each company conducted its business the impact gave two conflicting movements in that, the impact of managers and employees with companies with opaque human resource policy and procedure produced unsatisfactory company production of goods and services results with short terms meaningful benefits to all workers. The managers and employees with companies with transparent human resource policy and procedure had progressive results based on long term success. The impact showed long term survival in all economy situations. These movements and non-movements of policy and procedure had effects found on managers and employees in organizational behaviour which needed to be improved by company owners in the same industry to revive business activities in all companies and their departments. In the same recommendation, Top managers

should exercise the authority by showing human resource transparency strategic companies' plans at the managerial level and preparation of human resource policy and procedure manual be crafted by the human resource department with good background of what is required at each stage of production of goods and services.

4.4.3 Human Resource Policies.

The observations on the use of human resource policies in the companies showed the differences per company leaders' knowledge on the use, purpose of the regulatory framework found in their organizations. Borggraefe (2015) noted that "management of resources in companies which are satisfactorily followed are the tools such as job duties achieved on organizational goals." Companies should provide the fixed assets such as the buildings, workshops, offices, amenities as part of assets to provide the welfare of the employees at work. Provide facilities such as tools and instruments, technology assisting the workforce in the processes communication among the rest of the staff. As part of staff conditions of service in line with packages staff canteens, promoting the employee health and safety at the workplace. These should be in the premises of the company helping to create a favourable and good work environment covering the conditions of service for the organization. Avoidance of poor working situations reduce costs to the companies. This form of management increases work appreciation, effectiveness, commitment, honesty, trust and accountability found in a responsible worker. These are envisaged by the human resource policies, procedure, manuals and companies' regulatory framework contributing to efficacy for prepared jobs with its descriptions attached to each job and duties shared in different companies. Knowledge is power which facilitates the competence of individual, groups of workers in accompany. Organizations should have worker relationships at the workplace. Human resource policies constitute such relationships and connections among the workforce as a whole in a company. The connections

among the employees increase production of products, goods and services. Having transparent policies in organizations assist in assessing correct information.

As such, it is found that companies with human resource policies have good chances of preparing their strategic plans based on long term basis. The thinking capacity of leaders with knowledge of a vision based on a long term period of forming long projects sustain the heat of the economic challenges of the nation with a view of making mergers and acquisitions including diversification in business covering the world. Why thinking like that, senior manager, managers, employees all shareholders market the services and products at international shows held on yearly basis. They exhibit the products at the international shows with a zeal to see what economic background of the country looks like simultaneously attracting other nations to form business in their country. Giddens (1990: 499) noted that, “the large cooperation has become more ‘social responsible’ than before, looking as much to their public role as to cultivating their profits.” This give a green picture of how the corporate governance control policies used to control human capital in different companies internationally. The use of human resource policies in selected companies in Zimbabwe were examined to check the purpose and availability of human resource policies, procedures in companies. It was observed that those with Transparency Company’s framework can fit in the large cooperation on sharing social responsibility in the country. This will add more revenue to the companies by way of attracting the customers and the community in their areas through donations to develop the schools, roads and on health care. Long trips are cut short by transport.

4. 4. 4 Employee Engagement.

This study was to make the companies put in place human resource policies and employee engagement systems which bring harmony at the workplace. Khahn (1990: 694) defines employee engagement “the harnessing of organization members’ selves to their work roles.” It

is in this perspective wherein the study is building its strength. In the processes of the contents, the value of employee engagement and its advantages are many. These include most important satisfactory and happiness at the workplace, their participation in the policies formulation on the business activities' guidelines as a means to belong to the company as one group of workers performing different job – duties with the same unity of producing enough goods and products to sustain economic requirements. This can bring to individual worker the emotional attachment to the organization where you are trusted and have loyalty. In the magazine of March, 1985 by Richard Walton workers should move from control to commitment in the workplaces. The commitment, honest to be in a better position to produce quality goods and services. The companies are in a must to be in a position to supply goods, services and products through satisfied employees who are recognised by management in companies and appreciated for the jobs done. According to Khahn (1990). There are three elements required which are:

- “If their work is felt meaningful and effective.
- Feeling confident and completely secured.
- Lastly if they are given due respect and trusted.”

However, these issue cannot be blamed to management only. If all is good to the employees. There are also disadvantages found on employee engagement where company's information or company's regulations covering the condition of employees are shared with employees. One may find that the worker is motivated and exited to the extent of revealing top policies to other people who do not deserve to know about the companies' business activities without permission from the authorities. There can a problem of other companies with interest to know how the company's strategic plans look like and copy on how strategic plans look like and use your ideas without authority or permission from the company, top managers. The security of the company is at great risk if its important information is leaked by employees. It is very difficult to make an individual understand the importance of company' information. The study

also intended to close the chances of corruptions activities found in the organizations. Putting favoured employees in all decision making to allow unethical business activities processed to finality without being checked using policies and procedure manuals to control the process. These actions provide disadvantages found on companies without policies and procedures to refer their processes of business activities. Management teams have to assess the importance of information to be made available to the employees like their conditions of service, operations manuals, procedures on handling issues involving business activities of the companies for example procurement of goods and services on its level of authorization.

Based on the thoughts given, the general coordination of facts of human resource policies and employee engagement, follow a trend of thinking based on connection in the use of the two concepts. Their similarities on the business activities' appear on how these terms are used. The workers should trust the managers and feel that they are part of the organization which employed them. It is argued that transparent human resource policies and employee engagement fit in the business activities on organizational performance. According to Baker (2011: 265 – 269). “A positive highly awakened emotional state with two features: energy and involvement.” The worker who feels that she is noticed in the company has energy and free to be involved in business activities. One is employed to perform jobs with transparency instruments and use tools you are familiar with at the workplace. Employee engagement is encouraged by psychological mind of belonging to the company. Macey and Schneider (2008: 3 – 30). stated that, “the meaning of employee engagement is a wide – ranging term which

Contains different types of engagement:

- Traits engagement.
- Psychological engagement.
- Behavioural engagement.”

It is argued that the transparent human resource policies is found in the workers, promotions. The promotion engage the worker by giving her more responsible jobs where she is required to make decision on solving business issues. Transparency clears the mind set of employees at work by showing the worker the required information to use at the workplace and finish the job on time using the correct tools. The worker with a psychological mind set up keep changes and become more tolerant in doing her job having a good behaviour engagement. These concepts are part and parcel looking at the organizational performance theory at the workplace. They are meant to fit in the human resources management systems with no problem to use. These concepts meet the requirements of theoretical and practice found in the working environment in the companies' strategic plans. Having clear transparent human resource policies covering the jobs – duties, staff welfare of total workforce tantamount to capture the mind sets of all workers in the companies. The creativity of workers at work performing different jobs can be noticed by their supervisors. This will result in the events of having moments of having workers of the year receiving awards to motivate employees. These events or moment will be remembered by the workers and increase their creativity be attached to the companies for long periods. It can be an attraction to the community and the aspiring new school leavers shall find means to join such companies with potential of growing it recruitment market fast. The other authors mentioned in this text showed the way employee engagement can fit in the companies' strategic plans with impact on production of quality goods and services to attract the eye of the customer. Knowledge is power if properly used in its perceived way of thinking in right context. This comes to the understanding that knowledge based education at work increases efficiency in different companies. It has been found in companies with transparent human resource policies that human capital enjoy their jobs referring to policy.

4. 5 Results of the study

Following the processes of the qualitative research approach and the thematic method of the data analysis a unified descriptive commendation theories and conceptual framework had a lead in the data analysis. The context of literature review content contributed to greater extent in the aligning of the contents to the research questions and answer leading to a composed research study information. The tables below summarise the information to form data for the study on transparent human resource policy and procedure on employee engagement. It is in the way where questions asked on the participants found in each company justified the responses according to how h /se the performances of the business activities, how supervisors, managers and top managers assist human capital at work. Organizational behaviours, attitudes and reactions give the picture of how the companies are being managed by the top brass without and with the consideration of the human resource policy and procedure manuals at the workplace. The results of the research study summarised in table 15 shown below with question and answer. The questions and answers have the solutions which can assist the companies to adopt the new human resource management systems to assist the delivery of information systems. Shows the usage of the companies' rules, regulations, policies, procedures, manuals and plans to help on the execution of business activities. In that dilemma the process of business activities and utilization of the companies' laws, regulations, rules, policies, operations manuals and procedures becomes useful. There is an example of the results of the research study has the general trend of the operations of companies using the human resource policies and regulatory framework found in the companies. It was established that 3 companies had transparent human resource policies which were made available to employees and their supervisor. The other 2 had no human resource policies, procedures, operational manuals. The results were summarised and rated to show the differences base on usage. The same approach to work out the results in the 2 companies was also used and results were shown in the style.

Brief results of research Table 13

Question	Answer
What are the reasons of having transparency human resource policies and procedures in companies?	The interview process was done in 3 different companies with managers with transparent human resource policy and procedure. Information from different companies was collected to form data. 2 companies had a 51% use of these policies contributing to the organized production structures. In company 1 there is a 49% managers with transparent human resource policy and procedure usage of these policies and procedures. They used policy and procedure to communicate business official information and a well-designed good lines of production of goods and services.
Why should employees working in organizations have transparency human resources policies and procedures?	The average rate of 80% perform jobs with good guidance for evaluation and measurement of work performance on different assessments. Each company had different job designs with a required 75% rate to guide supervisors at work.

The above table have the results of data analysis of managers of companies with transparent human resource policy and procedure and below table shows managers with companies with opaque human resource policy and procedure.

Are managers with companies with opaque human resource policies and procedures able to produce quality goods and services in companies 4 and 5?	Research investigations revealed that company 4 with opaque human resource policy and procedure had a 35% of quality goods which is below the rate of good performance. Participants interviewed in company 5 with opaqueness had a below 5% rate of performance due to lack of knowledge. There were no human resource policy and procedure manuals to guide employees at workplace. It was established through the participants' discussions that there were problems of growing the company's wealth due to managers having no business strategic plans to dependent on.
What is opaqueness in human resource policies and procedures and employee engagement in company 4?	It was found that 60% of the employees had no knowledge of different jobs in company 4. They did not know the use of the human resource policy and procedure manuals and 50% of the employees used their previous work knowledge and experiences. No development and training of employees to gain new skills required on the jobs they were required to perform.
What is opaqueness in human resource policies and procedures and employee engagement in company 5?	It was also found in company 5 with opaque human resource policy and procedure that little did the employees knew of these policies. About 90% of the employees were ignorant and 10% had a bit of idea but had not seen these policies. The use of these policies were not there in company 5 and its purpose was not known to employees. Participants reported a high rate of employee dismissed from the company without following disciplinary code of conduct. About 60% of the employees relied on trade unions and labour court to settle cases of misconduct. It is poor management systems affecting productions of goods and services. Human resource department had a 15% of decision making in the company and that showed lack of trust on top managers.

These business activities varied according to the way each company operated its own business according to its mission statement, vision and values which are written to support its objects and goals sustaining its existence in the economic environment affecting a particular state or at the global arena. Types of management systems in each situation give the way how the respect worker through use of the human resource policies and procedures, company laws and regulations are implemented. This done to keep the companies remaining surging for a long time. This has been noticed in the large companies with human resource policies like Coca ^ Cola It has been in operation for over 100 years improving its products and services. The company has managed to maintain original taste of its product on the market for such a long time of producing soft drinks. There is no other company who imitated to produce the exact taste like coke. It is therefore suggested that the companies should learn from each other to do job with transparency using current human resource policies being well enforced at workplace.

4. 6 Summary of the section

From the foregoing text, the gathered information of the research study on the phenomenon the understanding of the association on qualitative paradigms have a clear testimony of the process which has so far been covered. According to Creswell and Miller, (2000: 126) “a valid procedure among multiple and different sources of information to form themes or categories in the study provides correct information. Having this, text of the preferred phenomena the realized information for findings can be given following the information put together.

In this context of the study findings are collated by research questions, data analysis (Webber, 1990). Reliability and validity of information. Campbell, Quincy, Ossesman and Perderderson, 2013: 294 – 320). “Ethics principles.” Roxana Anghel – Ilcu Elena, 2014: 111 – 158). “Evaluation of the result or findings.” These contextual factors form the foundation of the how

findings are dependent on each other in building the actual requirements of the selected topic. The research questions were prepared to form or arrange a fit in the type of participants required to attend the interview meetings. The best tool used to source for information to form data which enable to realize correct themes through interviews. This process of question and answer by way of open ended discussion between the interviewer and the interviewee was more accommodating to both members during the interview. According to Weber (1990). "Interview data may be sent to independent researcher to verify how much agreement there is about findings and analysis a form of inter – rater reliability." On the way to fulfil the requirements of the research study the correct source to find companies which are prepared to release the participants was found acceptable by all involved in this study and that made a fast move to achieve the desire of the researcher. The qualitative research methodology a social science technique is used by researchers who are researching on the human resource management in selected research topics mostly based on interview and survey driven topics. There is coordination of research methods and theories in propounding the researcher using the research questions which can be found through both ways of flexibility and origination to allow open responses from participants which add the required value of the study. The information to form data was gathered from reliable sources which are easy to follow up for further investigation by independent researchers over the years because it originated from well-established company. In this study the medium and large companies have the scope of understanding the structures and protocols all following the companies' strategic plans and objectives and goals.

The purpose of data collection was to investigate and establish the findings on the operations of managers and employees with companies with opaque human resource policy and procedure and operations of managers and employees with companies with transparent human resource policy and procedure simultaneously establish the impact of employee engagement found in companies being investigated. In this way, qualitative analysis was used in particular areas that

are not often explained in qualitative research studies such as coding, inter – rater (Campbell, Osserman and Pederson 2013: 294 – 320). The prescriptive data analysis show what you want to measure by way of process and organizing the information from interview which was the tool used to produce a sample suitable from the selected figures 100 > 63 which was easy to manage. The analysis was formed from the interactive complex code process supported by literature from other authors, knowledge from articles, journals and theories coding created from categories and themes. The qualitative content analysis which is flexible has terms of patens, themes and categories which are favourable to use for creating information used in the research study. The data base was collected from different groups of participants with appropriate skills' and knowledge covering most of the companies' departments, sections in which they perform different types of duties. There was no problem found on information sharing among participants as the questions used to find information from managers with companies with opaque human resource policy and procedure were the same and also to employees with companies with opaque human resource policy and procedure were the questions were the same. The questions asked to managers with transparent human resource policy and procedure were also the same and that also applied to employees with companies with transparent human resource policy and procedure the questions were the same. Data collection was collected in harmony from all participants who were involved in the interview.

Authenticity is the key of the doors of the findings required and put together by the researcher in a bid to have the research study recognized by the readers and other authors who are interested on the research topic. Concept of the code of ethics and its principles by all the teams, groups, and participants has to a greater extent impart on the findings of the research processes at the beginning and the end of the research study (Roxana Anghel – Ilcu Elena, 2014: 111 – 158). Researchers are there to adhere to what is required in the investigations and continuously carry out ethical principles up to the end of the study. The participants were free to quit or

remain participating up to the end of the study without being forced. The information put together remained anonymous to the public for any indefinite period except on request. Data was secured under lock and key during the investigation and after the investigation. The findings of the study should be driven from the reliable foundations in Zimbabwe companies.

Validity and reliability has a component of trustworthy in both internal and external factors covering the research study in this selected research topic. Researchers base their finding on the correct information found from the knowledge and experiences of the participants. The two stages internal and external validity and reliability of finding resemble a good atmospheres on collection of valid and reliable data in all stages of sampling. In this study, the problems of the use of information gathered from the participants was made easy through reliable foundations from validly companies in Zimbabwe. There was mutual agreement on the deliberations of questions and answers sessions during the interviews (Campbell, Quincy, Osserman and Pederson, 2013: 294 – 320). In reality, participants were accommodated with the trust found in the individuals' involvement on information gathering among all. Validity and reliability form the correct and complete dependable content used in the research study. The source of information which used originated from companies a, b, c, d and e shown in table 2. The qualitative methodology used addressed the consistency of the data analysis due to its validity and reliability information secured from the five different companies. In these findings researchers observed the importance of validly and reliable data collection methods and its sources which were within the type of research topic. The findings revealed that validity and reliability organize the truth of the information put together to form data analysis suitable for the research study. Evaluation of findings can be the extent to which any argument or set of research questions is accurate. In this content the issue of top managers not making human resource policy and procedure to the managers and employees reflects bad management. The companies are created to make profits and share the proceeds with the workforce through

payment of good salaries and other benefits. Top managers on making tricks by means of hiding information have ideas of using workers to produce quality goods and pay as little as they could towards their social benefits. Top managers' actions resulted in managers and employees working long hours. Using work structures with no protocol set up. Workers could be rotated to different sections without being given notice or aloud to comment sharing ideas. There was a trend of employees complaining on poor management style and referred their problems to the labour office for assistance. This type of human resources management lead to companies' production deteriorate and produce poor products and services. The difference was shown in the second set of companies with transparent human resource policy and procedure where top managers share business information in form of strategic plans, company laws, regulations, rules, procedures and policies. All workers are committed to their job assignments, work in harmony, and share their experience, skills and knowledge at the workplace. Researchers find such companies progressing well with the business activities. Litigations are limited to a few managers and employees who disobey the set of company rules and regulations. These companies survive at the time of inflations and economic hardship because of effective communication of policies and procedures and psychological sense of belonging to the company. Transparency destroys the bureaucratic systems of communication on the operations of companies all jobs are done in the planed time. Managers and employees with companies with transparent human resource policy and procedure have potential of supplying quality goods and services. The impact shown on the market is proved by great demand and high rate of purchases and sales during all seasons of the year can be sustained at market price. The companies with planned human resource management systems can have good communication channels. It is their means on passing information by way of marketing styles. The use of billboards placed along the streets and main roads can be one method among many others which can be used. Human resource policies and manual provide information on how to

do it. Products and services are displayed at the right time over asset period required by managers of the companies. In doing it this the company's products and services are linked to the public on free of charge. If the services like hiring equipment are displayed customers know about it. According to Scherer et al (2007: 79). The companies must fill the gap between economic responsibilities and ethical requirement." This is why there is that emphasis on the companies being encouraged to consistently use human resource policies, procedures, manuals and the companies' regulatory framework at the workplace. The exchange of technology increases efficacy by the speed in solving different job assignments at the workplace by sourcing solutions on the internet. The worker who are computer literate can do the jobs in one hour and the same assignment can be done in one week by the person who is illiterate on information technology. This shows how the two concepts can operate together on operations.

4.7 Conclusion

On ending the write up of the chapter, findings on the information to create data were based on analytical business activities found on the dependents and independents variables found within the companies. The concept of analytical data came from concept of research tool interview which was suitable for the research study (Marshall at el., 2013: 11 -22). One hundred participants were invited to attend the interview and sixty three participants comprised of thirteen managers and fifty employees from the aligned transparent and opaque human resource policy and procedure were interviewed. The source of information was from the purpose of using human resource policy and procedure on employee engagement in 5 different companies in transport industry. Concept maps were used to prepare the research summaries of the issues affecting human resource policy and procedure on its purpose and implementation and how managers fail to communicate using companies' policies and manuals. Companies with opaqueness were not involving human capital in the preparation and implementation of these policies and that caused problems on employee welfare. Validity and reliability made the

essential contribution on the trustworthiness of research study. Finally, in conclusion, many researchers concluded in their findings that performance and success of an organization are to add the required quality products and activities of staff who are engaged to work hard to achieve their own personal needs, and company's goals, (Sirbu, Jannetta, Allexanderscu, Razvan 2014: 23 – 31). The companies' top managers at all levels where companies use opaque management style and or transparent management style have to consider human capital as the most valuable assets of the company (Stack, Chambers and Johnson 2011). The impact of transparent human resource policies and procedures shall on itself drive the employee engagement in all respects of work performance. Benefits from the companies shall be shared to individuals, groups and the public at a reasonable cost all times of the year. In this the example is where there is tranquillity most tycoons want to make relationships with only elite people and transparency of information is found among such business people. The same information is never revealed to the poor researcher who finds such moves to be deliberate and workers are used to produce goods and service being paid minimum wages. Opaqueness is driven by few people in the business industry and transparency is also hidden in individuals who are self-centred in the behaviours and attitudes towards outcomes and incomes. In business environment, transparency enables employees to have a sense of belonging to the companies they are employed. Employees with companies with opaque human resource policies are subjected to psychological effects which affects their health. The production of goods and services are affected in many departments and sections. This research study showed controversial sets of research questions on theoretical framework searching for the purpose of the policies and procedure manuals, In a nut shell, research findings from the credible instrument interview meetings where a qualitative and to lesser extent quantitative research approaches were used to find information to form data using open ended research questions. Data was secured from the trusted participants employed by 5 companies found in Zimbabwe with validly and reliable

information from their working experience. These companies are found in the Transport industry and mission and vision, core values are similar on using human resource policy and procedure to guide employees on employee engagement at the workplace. The results of the findings were: that managers within a company with opaque human resource policy and procedure are highlighted and summarised in concept map 1 where an indication of gathering data, coding, and formation of themes showing no communication of policies and procedures in the company was indicated and in the other company where these policies and procedure were not made available to the managers and employees for reasons best known by top managers. The total number of interviewed participant in this group were 30. On managers with transparent human resource policy and procedure manuals, in company 1 the results were having characteristics of top managers empowering junior managers and employees with openness on and referring to the human resource policy and procedure on assigned jobs. Supervisors had guidance from the information shared among the workers at the workplace. In company 2 Human resource policy and procedure were guiding the managers and employees at the workplace. Managers and employees were able to use old and new revised documents simultaneously having new knowledge to solve the problems emanating from production of goods and services. Human resource management was being followed in the different departments and sections. Sharing of information to increase good performance among themselves on long term projects was noticed. Other participants mention business activities increasing growth of domestic product by 75% on annually basis and that showed good management systems in the company. Finally in the 3rd company There were human resource policy and procedures found but implementation of information contained in procedure manuals was generally poor resulting in the output of goods and services being erratic showing rate of growth at 55% of domestic product. As it is the required purpose of all companies formed the individuals and groups to have the companies which are able to supply quality

goods and services for feeding the whole population of the countries, set standards by the government of the day must be observed. In this study the real sense of purpose of human resource policies, procedures and employee engagement has to be observed. It is recommended that independent researchers who have the chance to conduct study and reinvestigate the same topic to establish further findings, solutions also try to look at how the added problems seen in the study in the companies with opaque human resource policies, manuals, procedures, regulatory framework had dysfunctional regulations inhibiting the production of quality products, goods and services. Their strategic systems did not include these regulations. You could find here and there a few managers and employees who knew human resource policies, procedures and regulations but did not use or see them in their companies. Even though a picture of what is happening in companies could be still found of not considering the implementation of these policies in their companies. One participant who attended the interview confirmed that during the meeting conducted in one of the companies. The proceeding of the interviews gave a picture of what was happening in all the companies investigated. Having the stated based on human capital, future researchers of the same or similar topics should be in a position to have a grip of what is happening. The leadership styles give a picture of organizational performance a false good relationships among the employees, managers, and their supervisors. According to Kinnaird (2002: 55 – 59). “leaders use a didactic model for the law enforcement administration.” This is only shown at face value but do not exhibit the correct situation at the workplace. The control of the workforce remains questionable at all the stages of the organizations future researchers are therefore encouraged to be vigilant in dealing with leadership style on the use of human resource policies and manuals. It is important to use the human resource policies and employee engagement in the companies. This destroys the corruption tendencies of avoiding the laws of the companies. Richard (2017). In his article argued that “employee engagement, productivity and innovation

are interrelated and companies can benefit from combining them.” The three concepts can be found where there is transparent human resource policies made available to the employee in accompany. Knowledge is power and workers in this study were not exposed to the companies’ regulations including simple manuals. Managers with companies with no transparent policies were failing to produce good products and services. It therefore encouraged that some companies with no clear written down human resource policies should increase their capacity by employee engagement simultaneously innovating their workers. Baker (2011:265 – 269). advised that “a positive, highly awakened emotional state with two features, energy and involvement.” In seriously considering the two author human resource strategic drive companies with lower production can climb the ladder of success and keep workers’ moral high at the workplace. Finally, employee engagement and human resources policies in this study link the companies’ business activities enjoyed by all the workers in the company. Daniel, S. Nick, H. Jon, J. Ashley, W. (2021). Argued that “Employee engagement perform better and companies experience less burn out and stay in organizations for longer time.” It is the companies’ transparent rules, regulations, policies and procedures kept by the senior manager used in all economic changes of the country. Furthermore, the companies with no transparent human resource policies and rely on paying hefty perks of allowances, benefits of luxury latest vehicles models, houses in the elite suburbs, paying for holiday allowances to a few senior managers. They do not have direct organizational strategic performance and the poor organizational behaviour resulting in producing products which do not catch the eyes of customers. Having the two scenarios, there is need to advise the managers and employees that the companies’ should be in a position to have strategic plans with human resource policies coming out of the whole establishment structure represented by members from every department, sections and worker representative. This is where the policies are found to be transparent. Issues of getting the correct information from the entire company’s member of the

staff makes the human resource management decision not to be contested at all the forums of the organization. The information systems of the company should be set in line with the regulatory framework of the companies managing and controlling the business activities. According to Luke (2020), information systems encompasses the tools that the organization use to collect and analyse data. In this study information to prepare human resource policies is from the workers who were working in the 5 selected companies at the time of conducting interviews which provide goods and services to the nation.

CHAPTER 5

FINDINGS, IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS.

5. 1. Findings

The general out look of the study shall be discussed inclusive in four different perspectives aimed at considering each item in this chapter connected to the selected topic of the study. As written in this text earlier on, contributing to theory the detail of the study suggests imported issues useful to be understood in the companies based on 4 dynamic questions found in the themes which are providing the guide lines of what is required which are:-

5. 1 .1. Manager with companies with opaque human resource policy and procedure.

- There were companies which did not have human resource policy and procedure in their record management systems. Relied on employees' experience at the workplace.
- Managers and employees had no idea of what a human resource policy and procedure looks like in their company. It was established that they used skills and knowledge to perform.
- Top managers used verbal job related targets instructions in their morning meetings.
- There were no record of human resources performance and appraisals in company.
- Company employees rely on experiences and skills to perform their daily duties.
- There was very high staff turnover caused by misconduct cases due to lack of the desired knowledge. Employees did not have written guide line on new tasks given to them by their supervisors.
- Some companies have the human resource policy and procedure but did circulate them.

- Top managers do not make human resource policy and procedure available to employees and that showed lack of knowledge on what the strategic plans of companies are.
- Human resource policy and procedure are kept locked in the cabinets as confidential documents and according to participants senior managers used them to punish employees.

5 .1. 2. Employees with companies with opaque human resource policy and procedure.

- Likewise the employees are treated the same way by top managers with companies with opaque human resource policy and procedure. They got instructions from their seniors verbally.
- The employees are frustrated and demotivated at the workplace resulting in poor work.
- They are not aligned to their duties and are rotated to different jobs without being asked.
- They feel aggravated with conditions of service and absent themselves without leave to seek other jobs.
- Employees are discharged from the companies without following codes of conducts.
- In one of the company's employees do not know what human resource policy and procedure looks like and used their experiences and skills to perform different jobs.

5. 1. 3. Managers with companies with transparent human resource policy and procedure.

- Top managers communicate with all employees using human resource policy and procedure and human resource department keep the companies' laws, regulations and policies.

- All employees of the companies are introduced to the human resource policy and procedure on the first week of commencing duty with the companies by human resource people
- Human resources department has a mandate to deliver new policy and procedure to all heads of departments who communicates with section heads and information is disseminated to the lowest worker within the company.
- Human resource department has develop and train the companies' employees in line with the companies' policy and put records of employees achievements in place for references.
- All employees are advanced and promoted to high grades through normal advertisements setting promotion and advancement committees to spare head meetings. There is transparency in the processes of who got the highest mark for advancement or promotion.
- Workers share information used at the workplace as a common issue at the time of need.
- Managers give feedback to all the employees and follow up on issues.
- Employees receive appraisal forms on annual basis and the process is transparent.

5. 1. 4. Employees with companies with transparent human resources policy and procedure

- The sharing of human resource policy and procedure in companies with transparent management systems has any advantage to the employees for sharing the knowledge at work.
- Human resource policy and procedure, operations manuals as part of human resource policy are circulated to the employees by the human resource department as they are

approved by Top managers and the Board of Directors and appear in the record management system.

- Other interviews stated that Human resource department is the custodian of companies' record management systems and policies, procedure manuals, circulars, companies laws, regulations and other relevant information required by the companies such as application for leave forms, maternity leave, application for vehicle loan forms and others documents are easily accessed by all employees. Other companies use open door management systems to all.
- A general finding where there is transparent human resource policy and procedure is that all employees are committed to work. They are trusted and work can be left to them and managers find the jobs satisfactorily done. This showed alignment of human resource policy and procedure on employee engagement in companies' issues of implementation affect them.

Top managers and all employees in companies use the human resource policy and procedure manuals to administer the business activities. The finding which affected the companies was that employees have a task to implement companies' policies and procedure manuals. After going through the findings. According to Maha Ahmed Zaki Dajani, (2015: 138 – 147). companies should know that “employee engagement remains within the individual's investment of complete self and positive attitude,” which brings ownership to business interest of the company as a whole. It is important for companies operating different businesses to rely on the laws, regulations and rules of business activities (Lamm, Tosti – Kharas, and King, (2015: 207 – 220). Opaqueness found in companies should be controlled by government laws rules and regulations of the particular states globally. The general outlook found on companies with opaque human resource policy and procedure is that top management has greater interest to make profits within a short period of time using free labour from employees.

These findings were from the majority of the participants who shared the information with the researcher. However, other participants gave different negative comments in companies with transparent human resource policy and procedure manuals. Some of the participants gave bad statements found in their senior and supervisors. Like “these managers and supervisors select their relatives at the time of recruitment and on advancement and promotions to high positions.” It appears they were disadvantaged on their lines of promotion to higher grades in the companies with transparent human resource policy and procedure. In the two large companies other participants also cited incidents of corruptions being found at senior management level but researcher could not consider the said information as it was beyond the academic exercise in the research study. The purpose of human resource policy and procedure in companies with opaque human resource policy and procedure were also blamed by three participants during the one to one interview process. Like the comments, “It is not necessary to have policies and procedure manuals, they disturb workers as we are required to hear from our supervisors. The business environment encourages us to produces goods and services as I am told by my supervisor. If the results are good why workers should worry, we work as per instruction.

5. 2. Implications

5. 2. 1. According to other authors, implications relate to logical association between event and the consequences. The suggestions and consequences of the findings found in companies affect the net profit by decreasing and reducing the quality of products and services. Companies should depend on the corporate social responsibility on formal systems devised for management of people (Laguir, Lamia, Laguir, Issam, Tehemeni, and Emmanuel, (2019: 531 – 555) within the organizations. On this study, the purpose and objectives were:

- To study on the reasons causing some companies in Zimbabwe with opaque human resource policy and procedure persist ignoring employee rights at the workplace.

- To study on how employees with companies with opaque human resource policy and procedure afford to work under unfavourable working conditions.
- To study and identify how managers with companies with transparent human resource policy and procedure manage business activities in the companies.
- To identify how employees with companies with transparent human resource policy and procedure are controlled and remain committed to their duties under all economic situations.
- To study the state of impact of transparent human resource policy and procedure and how employee engagement assist companies, performance.

The research showed that there are repercussions caused by opaqueness associated to the implementation of company laws and regulations. These impediments affects production of quality goods and services. Hardin – Bartley, Sharonica LaTrease, (2014: 268 – 279). stated that Managers’ talents are shown through employees connections, tolerance of companies’ performance. The inferences of this outlook will be derived from why it was important to conduct this study and how it will impact the companies on the business operations based on the provided research questions. The suggestions given by different researchers from a variate of literature found from other authors that made the findings, theories and evidence provided by participants and its consequences be well understood by the reader. Table 1 contains companies’ managers and employees’ Strategic actions which are required to be changed by them in the organizations.

These are intentions of some companies operating in different business forums of allowing themselves to accumulate wealth through employee’s performances and initiatives which can put better profits in their income statement. The top managers are in decision making positions which are not challenged by their employees simultaneously causing discomfort to the human capital. Therefore, companies should educate heads of organizations how to make simple

decision on policy helping on searching evidence in companies and other fields of operations. We all understand that all business organizations strongly depend on employee's productivity and performance leading to greater profits (Yoopetch, Chanin, Kongarchapatara, and Boogying (2021: 4101). It is therefore very important for managers with companies with opaque human resource policy and procedure to rub their weakness and consider effects of poor economic growth. The companies are there to produce quality tested products to satisfy the needs of individuals, groups, other companies using products to use for producing consumable food products, supply food chain shops like chicken In, Nandos and so on. Products and services of companies with opaqueness cause accidents to the transport industry which affect the public travelling with vehicles, aeroplanes trains and individual cyclists by not following policies and procedure manuals. These accidents affects the economy situations of the country in form of compensations and state funeral assistants. It is the transport sector which bring business activities closer to the market, to raw materials, to the workplace, exports and imports of transections and general economic up lift of the countries. These implications associated with the operations of business activities should be polished when the companies' top managers are able to communicate with respect to the rest of employees for the purpose of value addition. Fur more the implications which were associated with the findings were that, of first developing the topic and changing it along the way during the research proceedings, getting the right topic covering the information to form data. It was very difficult to find the new ideas helping to change the set up. It is very difficult to know what people think about what you found on the processes of information put together to form data and how the findings can satisfy the importance of the policy and practice needed in the process to provide the satisfactory research study. All these facts are true and have got to be justified by credible information found from the reliable participants.

5. 2 .2. Managers and Employees’ Strategic course of Actions.

Table 14

	Managers and employees	Strategic course of action
1		Managers with companies with opaque human resource policy and procedure found in findings, Companies had no human resource policy and procedure. Managers rely on verbal instructions to achieve most of business activities. Behaviours and attitudes towards their juniors portrays command leadership.
2		Employees with companies with opaque human resource policy and procedure Employees do not know what human resource policy and procedure look like. They rely on using their experiences to perform most of companies’ duties and spend more time trying to get work done. Employees are commanded to perform different tasks as instructed by seniors.
3		Managers with companies with transparent human resource policy and procedure, there is good working relationships among all the managers and employees. Communication among all the workers is done by means of written down instructions. Human resource policy and procedure manuals are circulated by the human resource department.
4		Employees with a company with transparent human resource policy and procedure Operations manuals, human resource policies and procedure manuals are made available to all the employees and managers through the human resource department. All workers are committed to work and production of quality services and products are made available to the customers.

5. 2. 3. Transparent human resource policies and procedures and employee engagement.

It was found that the impact can be good or bad depending on organizational management of different companies’ at all different situations. The companies with opaque, human capital management showed poor working conditions, undeserved conditions of service to the workers. On the other company with transparent human resource policy and procedure the impact shows long term prosperity of the company with committed, reliable, a sense of psychological belonging to the company among all workers. Loss of unity of purpose cause collective problems in the companies which doubt human capital on business activities.

The four main strategic cause of actions taken covering the chosen research topic were a cause of concern to be investigated. Findings and recommendations on differences among the companies utilizing transparent human resource policy and procedure and companies with opaque human resource could be compared. The research study address the issues of saving

high running administration costs on production of goods and services and wage bill. That can be achieved by companies with transparent human resource policy and procedure, employee engagement and effective communication with prompt feedback to the workforce.

As addressed in table 1 above, findings clearly have managers with companies with opaque human resources policy and procedure on employee engagement. These managers were affected by lack of business knowledge required on practical use combining management theories and practical theories. The elements of suspicion and mistrust of employees by top managers and senior managers founded on their own motives towards employees forced employees to join labour unions (Ophillia Ledimo, and Nico Martins., 2018:13) to protect their jobs. Relying on verbal instructions from top managers made employees to produce substandard goods and services. Managers are blamed by top managers for lack of supervision and charged with misconduct cases. Employee reactions at workplace were found to be rising due to lack of information for use at the workplace. Companies' productive departments of goods and services move at a slow pace closing other sections which are unproductive.

On considering the managers and employees with companies with transparent human resource policy and procedure on employee engagement, the operating situation was different. Leadership and management style comprises of management theories, performance planning, strategic plans including utilizing companies laws, rules, regulations, policies and procedures controlled by the human resources department. All workers rely on transparent working conditions and quite environment with best work practices found from top managers, senior managers and the rest of staff (Schade, Jennifer, 2004: 24 – 26). The communication channels are all linked to the human resource departments which control and manage records and heritages including systems of the companies and distribute information to the responsible manager in different department as they are required. Aspects of human capital training and development in areas of need is organized by human resources department in companies with

transparent human resource policy and procedure. All workers are punished following genuine cases of failing to perform the assigned duties. Allegations of misconduct are handled using prescribed codes of conduct and ethics to settle discipline.

On looking at the results, the limitations were calculated on the general behaviours of some senior managers and employees with companies with opaque human resource policy and procedure. These were based on their bad behaviours, attitudes on attending to requests. They were in the mode of mistrust thinking that researchers can tarnish their image due to their management styles. Other companies were affected by not paying attention to time scheduled for sourcing information. Due to their busier business schedules most of them did not keep time and that researchers consider it as normal practice found in most global companies.

The study was to show the impact of transparent human resource policy and procedure on employee engagement being practised in 5 companies in Zimbabwe aimed at minimizing operations costs. In this context, human capital in companies were the best tools to collectively put together financial resources by means of high performance and organizational trust to business owners. Bamel, Umesh, Kumar, Nisha, (2018: 1555 – 1572). stated that, “Organizational resources, capability and strategy have the impact on production.” companies brought clear results in organizations but in other companies there were no clear results due lack of business management knowledge. The results showed that some companies followed proper means of business administration and other vehemently used the opposite ways of exploiting human capital for them to gain profits. Kinnaird Brain, (2002: 55 -59 encouraged use of Policy and procedure manuals an informative model for law enforcement.” The use of policy and procedure manuals in companies is a cornerstone of communications between the employer and employee on all the organizations’ strategic plans including objectives, goals and operations in different departments, sections and workplace. Found in the background there is a gap between senior managers and the managers and

employees on companies' performance in some companies. In these results of study, the repercussions of having no dialogs among workers and management employed by the other companies in Zimbabwe was found as an unsustainable management recognised by customers and the public. The other three companies with good communications suffered a little bit managerial theory not fitting well with practise on the operations in companies.

Most of inconsistencies occur where results of the context of study contents do not correspond with the theories, literature from other authors and practice was found not linking to each other. Companies with the workforce lacking theoretical and empirical rational to assists the companies' performance has a handicap in developing products and services. Management theories and organizational theories were core information on implementation of policy and procedure manuals due to senior managers and top managers not making them available to the employees and managers. Employees have no idea of linking their experience, theoretical knowledge to the policy and procedure manuals of the companies due to lack of knowledge. These policies and procedure manuals define the functions linked to the concepts aspects of different (variables) managers and employees' needs enabling operations in companies. Dietz (1996: 191 – 207) penned that, “theoretical framework link the organization's functions to scientific social science approach.” The disturbances found in managers with companies with opaque human resource policy and procedure on employee engagement are destructive and show employees'

- Dishonesty seen in the top managers and senior managers.
- Lack of work commitment found in the managers and employees due to ignorance.
- Absentee from duty caused by aggravating treatment from their senior managers.
- Production of below quality goods and services due to no feedback from supervisors.
- Poor organizational structures not observing reporting protocol at all levels of reports.

Those are inferences found to be among a host of aspects confusing managers and employees in the daily performance of work at the workplace. In referring to results of the study, theories and practices showed that the companies do not measure transparency associated with transport industry's work standards and those managers with companies with transparent human resource policy and procedure on employee engagement have theories and practices linked to each other. In the same operations, inferences occur from the results as follows:-

- There are fewer misconduct cases committed by the workforce.
- Limited number of managers and employees resignations to join green pastures.
- Abuse of working hours among the workforce cause delays in production of services.
- Disobeying human resource policy and procedure and operations manuals causing injuries at the workplace. Absenteeism associated with injury on duty and sick leave.
- Thefts of materials used at the workplace senior managers, managers and employees using unethical practices. Blaming each other for mistakes instead of finding solutions.

The outstanding organizational disturbances found in managers with companies using opaque human resource management and managers with companies utilizing transparent human resource policy and procedure can be assessed at different rates opaque inferences 90% and transparent 15% rates of implications. These rates are found from the participants from companies with opaque human resource policy and procedure with .90/100 inferences and companies with transparent human resource policy and procedure with 15/100 inferences.

Even though companies are using transparent human resource policy and procedure and engage employees on companies' strategic plans, senior managers, managers and employees are tempted to use unethical practices to enrich themselves. Top managers view money as the only motivator in companies with opaque human resource policy and procedure forgetting their social welfare. Proper administration is the best contributor to successful companies as given

in companies with transparent human resource policy and procedure where implications are found to be general among the workforce. There are no new suggestions given to employees.

According to other authors Mabe 2008, Kaplan and Duchon 1988, Adams, Khan, Raeside and White 2007, Marshal, Bryan, Cardo, Peter, Radar, Amit, Fontenot, and Renee, 2013 considered qualitative methodology as good in production of data and results and its measurements is used in social science techniques within the study. The findings from different authors provide implications based on the information gathered from the different research methods. Those methods are representing unexpected results with different types of the problems found and aligned to their research topics, Basing on the articles, journals, books and literature from other authors the inferences of this study were to a greater extent assisted the researchers in writing most of the issues detailed in this context of the research study. Ruth Mayhew, (2017), stated that “the most valuable resource in the companies’ organizational operations is its human capital with relations to its workforce talents, skills, expertise of employees and human resource policies are key elements to provide employee structure and guidelines for most effective use in human capital.” In this study the researcher found the implications for human resource policy and procedure meaning using human capital on the harmonious way in order to gain good results on employee engagement, commitment and job satisfaction showing what is required by the companies as attractive to impress the customer. Theoretical and practical frameworks having the well-developed guideline of the human resources policy and procedure carry a resounding meaning which can be considered by all employees at the workplace without doubt. It is not over emphasised to mention that job satisfaction give a good impression to the companies with well recognised bottom line. Policies provide a guide to achieved good results.

5. 2. 4. Recommendations for Applications.

The study was planned to find out the impact of transparent human resource policy and procedure on employee engagement on some companies in Zimbabwe. The main thrust of investigating business management styles on some managers and employees with companies with opaque human resource policy and procedure and some managers and employees with transparent human resource policy and procedure based on the management of business administration and its activities. The aims of the study were fulfilled during the processes without hidden feelings from the participants. Provide the best course of action recommended for change towards improving production of goods and services in different companies. Human resource policy and procedures compliment employee engagement and act in such a flexible manner meant to achieve good production results. In itself policy and procedure provides human capital practices and companies are bound to increase its wealth through use of quality goods and services and hence have chances of being recognised in the national economic growth in all systems (Zaim, Halil, Kaceli, Yavuz, Jaradat, Ashraf, Kastraiti, Selma 2018: 310 – 328). It is important to impart business knowledge to the work force thorough communication of companies' regulations at all levels of the organizations' operations. The companies under all economic environment report information to convey their transparency and ultimately disclosing their duty for providing accountability to their stakeholders. Those companies which were unable to share information are practising unethical behaviour towards their operations by not considering the ethical principles. The correct attitude on human capital success is to expose them to companies' rules which enable employee engagement in all the jobs assigned to workers. Forming and develop conferences and associations of companies in the same industry bridges the gaps between managers with companies with opaque human resource policy and procedure and those with managers with companies with transparent human resource policy and procedure. This should be done by way of sharing ideas by means of

management reports on enhanced production using motivated employees. Jonathan Davies ,(2012: 2) in his natural resources and ecosystem services, stated that, “Sustainable management and use of natural resources and ecosystem services is well recognised as any important ingredient for sustained improvements in human welfare.” Employee engagement is made out of transparent human resource policy and procedure and that forces the companies to have good business sustenance in most cases on a long term basis. In this respect and its own perspective company rules and procedures are put to the workers and respect for human capital provides good human resources management where ever performance of jobs are clear and specific. Working with organizational plans and strategic goals of the companies, the managers and employees’ essential commodities can be made available to the customers and the society enjoy better standard of living. The results can be seen by the rate of growth in total human resources requirements compared with the rate of growth in the national economic forum. There is no way top managers can separate human resource policy and procedure, companies’ administration and human resource management activities set up. The issues work together to achieve companies’ goals and objectives in a normal business administration. Organizational performance remains a matter of utmost importance to top managers, senior managers, managers and employees in the field of public and business administration (Sandakis, and Cooper, 2016). We have to consider the unified pleasure of human resource management and human resource policy and procedure on employee engagement. The companies’ laws cannot be affected to a greater proportion by the economic changes affecting the nations on a global stance. Performance management theory and practice should measure business activities on implements (Sarindakis and Cooper, 2016, Boyne, Entwistle, and Ashworth 2010). Human resources and management increase the impact of transparent human resource policy and procedure on employee engagement where there is unit of purpose. Top managers should learn to communicate businesses’ new ideas, strategic plans and show where the companies are

coming from and where they are going that managers and employees remain aware of what is happening in companies on quarterly, half and annually basis. The theoretical framework shows the back ground of the foundation and managers and employees have a fall-back position at the workplace with enough tools to use.

Companies' policies and procedure manuals are the inputs of business administration and activities on the productions of goods and services by front line workers. The management theory and business organizational theory add value to the products and services of the companies in all national economic systems. Solutions to view critical points of current working knowledge among the top managers, senior managers, managers senior employees and employees and their substantive findings in line with theoretical and methodological contributions (Ziam, Halil, Keceli, Yavuz, Jaradat, Ashraf, Kastrati, and Selma 2019: 310 - 328) to business organizations is a key to open the doors of quality goods and services. In all peaceful working companies, workers belong to the company and do not shy business activities at all times. There is no hidden agendas among the workforce where the role of employee engagement is found in the business activities (Baumruk, 2004: 48 – 52). It is therefore prudent for top managers, managers and employees with companies with opaque human resources policy and procedure to emulate the companies with transparent human resource policy and procedure on employee engagement on success management theory. In people management there is need to rely on proper performance guide than to keep on using experiences and skills gained during the workers' knowledge found through other sources. Companies have different rules, and operational manuals which guide each job on how it should be done. The combination of all the companies 'laws and rules, individual skills, gained experience, education will be used to initiate new job management. The knowledge found in employees' use of good working tools at the workplace increase changes of success in business activities. In all the business activities, it is important to have good organizational systems to balance

different types of business activities. Colleens, C., Erickson, J. Allen, M (2005) noted that “human resource management practice and company performance has an impact on the production of quality goods.” It does not matter whether the company is big or small, transparency human resource policies at workplace do not measure the weight of effectiveness and efficiency on doing different jobs, duties and assignments. The mistakes are easily noticed where there is transparency in application of different tools. Organizational performance requires the workforce with good skills, behaviour towards work, attitudes coupled with commitment, accountability and adherence to given tasks. Employee engagement can give all the comfort to companies which develop and train its human capital.

5. 2. 5. Recommendations for Future Research

The in depth of the study and its frameworks are surrounded by its findings, researcher’s deeds and thoughtful understanding of purpose and problem. Top managers of companies view the workplace and its outcomes related to production of quality goods and services only not taking cognisance of employees’ needs. They disregard use of human resource policy and procedure manuals in some companies concentrating on workers’ performance producing fast goods and services. Looking at the greater ways of utilization of human capital performance, policy and procedure and proper human resource management systems found on this study, there is need to carry out further studies on the impact of transparent human resource policy and procedure on employee engagement in some companies. Work performance can be improved by:-

a. Supervisor and employee interactions. Where there is close contact at the workplace employees listen to their supervisors and initiate job related contributions through job collaborations (Browning and Delahaye 2011).

- b. The companies are there to provide needs and good welfare services to the employees to motivate them at the workplace and at their homes. This service facilitates the improved relationships at all levels of the workforce.
- c. Top managers, managers, supervisors and employees should strive to contribute to the companies' business activities at the same wave length to sustain the human resource management (De Prins, Van Beirenbrock, De Vos and Segers 2014).
- d. Compliance to business ethics at all the stages of products and services.

The need to have the research study further investigated brings a wider contribution towards performance management on employee engagement (Saks and Gruman, 2011:123 – 136) using transparent human resource policy and procedure manuals on improving work relationship, loyalty to the companies' business plans, objectives and goals by all the workforce. It is recommended to managers with companies with opaque human resource policy and procedure to learn from the literature written by different authors on the same topic and change management styles. This would help them to change the management systems by improved good knowledge gained from independent authors.

The work related limitations are caused by lack of communications at the workplace among the workers. At this point workers are found not committed to work, not relied on executing their duties, hide their talents and cannot initiate job related assignments, discourage customers to purchase goods and services from the company, do not even give feedback on the jobs done and they become demotivated by failing to psychologically belong to the companies. This disturb the companies' progress because management talents are shown through employee connections and tolerance on companies' performance. Limitations associated with the research study are a variety of building particular findings from the context. It is important to examine the size of the sample because qualitative research refers to a small sample aims of

studying in depth and detail. The contemplated figure produced as a sample in chapter 2 should be at the recommended level of measurement. Based on the data analysis and the calculated sample the qualitative sampling criterion defines the process as it is flexible and is within the research design (Tuckett Anthony, 2004: 47 – 61). The sample size worked well to produce good results. Data collection originated from the mixed participants found from different companies. These included the senior managers, managers, senior employees and employees who were free to share the information and had worked in the companies for more than 5 years with relevant working experience. Researchers should cover the concepts and aspects of the independent variables and dependant variables found in the full research study basing on the topic of the study. Dealing with individuals who are biased towards the goals and plans of the companies affects the research study and researchers have to select participants who are willing and free to share information. The aspects of integration of issues covering transparent human resource policy and procedure on employee engagement concepts need to be considered at a high level of research knowledge because it is covering business administration activities to a larger extent. Having the mentioned recommended components of the future research study, the author really finds the qualitative research and theories forming data collection strategies in a scientific technique. It has been noticed in the literature review that many authors gave different interpretations and in particular, Corley and Gioia (2011: 12 – 32) defined theory as “a statement of concepts and their interrelationships that show how and/or why a phenomenon occurs.” This shows how important researchers can combine the theory and qualitative research in the processes of gathering data. The information gathered leads to information of data. All that clearly comes out of formulation of credible research questions researchers have prepared and align to the main topic of the research study. Clear research questions share with participants provide resounding themes within the processes. Researchers have a leading procedure to be guided upon the way of having reliable findings. Theories add comments to

the ideas and knowledge within the psychological minds of the respondents from participants make value. Theoretical expressions provide resounding memories of the old events.

It is further suggested to have transparent human resource policy and procedure and recommend proper allocation of duties based on a clear job specifications and descriptions in companies. The jobs should be planned in line with the organizational structure and its protocol set up. Companies which are in the transport industry generate revenue for the state in a greater perspective hence the functions are very important in improving individuals, and the public. Recruitment and selection and allocation of human resources would be made easier having human resource policy and procedure in each department. In this evaluation it is recommended that a further study based on the same topic be conducted by independent researchers as it holds the general business administration of many companies at the national level and globally. The most is to have the set of conditions of service in support of all the employees with all the policies and procedure manuals as part of the fall-back position when jobs are difficult to perform. It is the knowledge the worker has to perform the required job which gives confidence to keep on working in the same company for many years without changing mind to quit.

5. 3 Conclusions

Working on the evaluation and based on the findings of the study program development and future initiatives. The gist of the whole power of knowledge found that there was poor human resources management where managers with companies with opaque human resource policy and procedure were operating business administration based on short term basis oppressing development of human capital. This peculiar situation of having no policy and procedures manuals to guide managers and their juniors at the workplace demonstrated opaqueness. The approach to business administration created by these companies is opposed by the social science scientists on the perspectives of not using supposed to be companies' laws and

regulations helping to engage employees to their duties remains unthinkable. Measurement of their outcome was difficulty to analyse based on the strengths and weaknesses. In the same venture managers with companies with human resource policy and procedure did not make them available to the employees at the workplace, this prevented the smart study intervention of the program. There lies the again problems of business administration and leadership prevailing in these companies. This portrayed a negative impact on the human resource policy and procedure on employee engagement based on styles of business management. These styles include, top managers making human resource policy and procedure available to employees, showing all the worker business 'strategic plans' for them to feel part of the organizational structure guide the companies' reporting protocols in different departments and its sections.

Considering the impact of companies with transparent human resource policy and procedure, the researcher looked for employee engagement in this study and its evaluation showed response actions at all stages of grouping findings of the study. The continued evaluation of the findings on the other side where transparent human resource policy and procedure and employee engaged to the different jobs are properly aligned to the organizational structures and reporting protocols of the companies. Evaluation on working situation collected a complete different working environment in the companies with transparent human resource policy and procedure on employee engagement and the others stated in the fore paragraph. The communication of information is the corner stone of the findings and analysis of the text showed prompt feedback by all line managers and supervisors of the companies. Most employees at work are able to perform work guided by operations manuals. They remain reliable, committed and loyal to each other putting enough effort to their psychological and physical knowledge and belonging to their companies. Singh (2004: 301 – 317). Note that "the impact of human resource practices on perceived company performance is found through the use of human resource policies." Organizational theory and management theory are linked to

performance of individuals, groups, and teams employed by different companies. They are engaged to their jobs and produce quality goods and services. Top managers use the human resource department to share the information needed to make the companies' workers use documents as reference at the workplace. Companies prepare strategic plans and human resource policy and procedure at centred places in strategic meetings where all grades of employees and managers are represented. The meetings are organized by the human resources department. Companies aim for everyone to own the contents of the laws, rules, and policies and procedures. This is done to avoid chances of violating those rules due to lack of knowledge. In this study business administration and its management are combined in action with the general purpose of holding own to transparent human resources management styles. The management theories on theoretical framework should be applied together with practical operations on all operations. Indeed on considering the use of the proper laws, regulations, policies, procurement policies and procedures human capital can avoid the bad ideas of corruption activities in different companies. The ethical behaviours have the trust and truth in doing whatever the employees at work are supposed to by following the set tools and regulations which are there to guide the workers at work. Practical and theory information gained by different individuals and groups of worker shall be unveiled freely at the workplace. This autonomy shall keep the good connections at the workplace. Further to that, it is important to understand the use and purpose of the human resource policies and employee engagement. As some of them are listed in chapter 6 they help the companies to have a guide line for the processes of operations in the business administration. The implementation of the human resource policies found in some companies were not done by the managers and employees due to bad human resource management systems found in some companies.

In the final version of the study, transparent human resource policies and employee engagement take the lead in controlling the business activities in the 5 selected companies in Zimbabwe.

Human resources management and company productivity provide the required quality products required by the individuals on small proportion, groups and the nation to satisfy their needs. These functions are controlled by the human resource policies to give guide lines on the use and purpose at all the time.

It is important for companies to operate using ethical principles on the performance of duties, sharing the resources, tools and experiences at the workplace. People who are attached to their companies have a psychological mind set of doing the right things at the workplace. The best workers are those who know and understand the requirements of the organization's operations and the tools to use. Employee engagement begins with a mind of belonging to the company wholeheartedly with self-esteem to do the work. However, it is the company with transparent regulatory framework binding all the business activities to the objectives and goals aligned to all the corporate policies controlling the discipline of human capital.

CHAPTER 6

CONCLUSION OF RESEARCH STUDY

6. 1. Introduction

Looking back on the research study, researcher visualises the importance of the study under the topic suitable for the research. Human resource referral information like companies' transparent use of policy and procedure manuals in different organizations linked to the transport industry. Preparation of the research study moved forward soon after the research proposal was recognised and authorised by the supervisor. The study was planned to investigate the 5 companies in Zimbabwe with similar operations in the transport sector. The companies' supervisors need to communicate with employees to keep employee engagement (Veshne Nupur, 2017: 27 – 38) in different companies. In this study, the impact of transparent human resource policy and procedure on employee engagement was supposed to be implemented by top managers. These policies and procedure manuals were invisible in some companies resulting in emotional labour found on employees' wellbeing affecting the psychological human capital's mind sets (Gull, Komal, Azhar, Aisha, Shamaila and Gullan 2022: (1): 27). The problems and purpose of the research study were made clear in the companies with opaqueness but top managers disregarded human capital and their rights at the workplace syphoning their power. The concept of knowledge based organization was failing because employees were not understanding the companies' strategic plans, rule, and regulations (Nonaka 1991: 96 – 104). The advantage of companies with transparent human resource policy and procedure manual showed a degree of human capital committed to their jobs (Mahommed Akmol Pasha, 2022: 32 (1): 56. The study heavily depended on the hypothesis or research questions prepared with merger issues found in companies as follows:-

- Managers with companies with opaque or no human resource policies, procedures, manuals and employee engagement.
- Employees with companies with opaque or no human resource policies, procedures manuals and employee engagement.
- Managers with companies with transparent human resource policies, procedures and manuals and employee engagement.
- Employees with companies with transparent human resource policies, procedures, manuals and employee engagement.

These 4 sets of burning issues were discussed under rigorous investigation aimed at producing findings, and research results guided by different themes found in chapter 2. These themes link the required information to the research study and align the text content to research topic.

6. 2. Theoretical Framework

The foundations of the research study were built on the literature from different authors and conceptual framework designed to increase the importance of the contents towards the findings (Business – Human Resources and Management, New Findings from SOAS University of London, 2019: 571). In bridging the gap of communication between top managers, managers and employees, the aspects of theory counts much as each of them have something to say about the business activities asking each other what is the problem (Lederman 2015: 593 – 597). This really can be the root cause on lack of general knowledge in understanding business activities and its requirements at the workplace. The research study followed a theoretical frame work driving qualitative ethnography (Elsenhart, 1991: 205). Dialog among top managers, managers and employees in companies using transparent human resource policy and procedure manuals engage all employees to their jobs (Stains, Diane Marie Walden, 2018). This type of business management leads to social exchange theory drawing fundamental power of communication

between groups and teams of different aspirations found at the workplace. Sharing organizational performances at different stages of production utilizing organization theory and performance theory increase the impact of human resource policy and procedure manuals on employee engagement in the companies during economic and seasonal changes experienced by employees (SOAS University of London, 2019: 571). Different work groups and teams understand each other's feelings and desire by way of knowing what is the problem derailing the production of goods and services in the company, then they share how that problem can be solved. In this dilemma, relationships are built on theoretical communication giving organizations total contribution to employee engagement on both forums of internal and external customers. The concept of having a clear background of what the researcher wants to find out from the research study is key to the whole process required on getting excellent results.

6. 3. Conceptual Framework

The used theoretical and conceptual framework had showed independent variables of transparent human resource policy and procedure, opaque human resource policy and procedure found to be used and guiding managers and employees in companies at the workplace. Dependant variables were the employee engagement which is the key factor making and providing the actual products and services using the policies and procedure manuals at the workplace. The purpose of the two independent variables was to guide on the actual employee engagement. These were two concepts transparent and opaque information theories and conceptual framework give researchers a lead on the research study investigations of better quality to readers. It was important having the good background of the research topic and its objectives in order to make the way forward. Use of these factors were the basis of the study.

On climbing on top of roofs builders and carpenters use ladders. Researchers on writing good research studies they rely on climbing the success ladder of conceptual framework. The conceptual framework puts the research study at the opportunity of involving different human capital's characters, behaviours attitudes and psychological knowledge of doing things. Human resource policy and procedure manuals used at the different groups and teams of employees their supervisors and top management at a collated view, help them to make good decision in companies. Conceptual framework and theoretical framework form the basis of research (Lederman, (2015: 293 – 597) and that led the researcher in writing the research study. Information delivered remain useful to most employees in different capacities of performance development in the companies. The study was conducted under the strength of the theories which provided thoughtful philosophy on working processes. Conceptual framework took the lead on theories from many authors.

6. 4. Companies having no Human Resource Policies and Procedures

The issue of not having essential tools or instruments at workplace is like a person driving a car without a driver's licence. When unlicensed vehicle driver approaches a road block he or she panics because his/her mind is confronted with guilt conscience before being arrested. Companies with employees not exposed to the human resource policy and procedure have great obstacles of working conditions at the workplace. Working without tools caused confusion in the workshops and offices of the administrators. They do not have tools methods and procedure manuals (Misun, Juraj, Huda ova, and Ivana (2019: 23 – 37) they intend to rely on experiences and skills assessments which is not enough to find employees suitable for different jobs. The methods which cannot be seen by employees and managers at the workplace. The actual tools which are visible are like the:-

6. 4. 1. Recruitment and Selection policy.

6. 4. 2. Work life balance policy.

6. 4. 3. Diversity and equal opportunities policy.

6. 4. 4. Dignity at work policy.

6. 4. 5. Probationary period for new employees, job evaluation, Performances review, learning and development policy.

6. 4. 6. Health and safety at Work policy.

6. 4. 7. Diversity and equal Opportunities policy

6. 4. 8. Performance and evaluation policy.

6. 4. 9. Bulling, and Harassment, Complaints and Capability policy and procedure.

6. 4. 10. Wellbeing at work, Stress Management policy.

Procedure manuals

6. 4. 11. Grievances process.

6. 4. 12. Disciplinary process.

6. 4. 13. Procurement. These are only a tip of the ice bag listed as examples among other tools required by the employee. Top managers should acknowledge the existence of the employees and manage their talents and connections (Hardin – Barley, Sharonica LaTrease, 2014) in order to maintain companies' performance. Nupur Veshen (2017: 27 – 38)> commented that “because the right people in the right roles with the right managers drive employee engagement.” It is good knowledge coming out of learning by having the directions from documented information with directions on how to carry out jobs.

The disadvantages of managers and employees with companies with opaque human resource policy and procedure was lack of commitment, absenteeism, stress, dishonest, high rate of

disciplinary cases of misconduct, exploitation of resources in the industry fraternity (Murombo, 2016) alluded that it disturbs the human resources to perform well in the companies.

6. 5. Companies with Transparent Human Resource Policies and Procedure Manuals.

Openness and frankness to people in dealing with business issues in companies drive to collectivism for transparent human resource policy and procedure on employee engagement in dealing with business activities. Employees having access to information relating to companies' law, regulations cultivate their knowledge in business activities, its strategic plans, objectives and goals. Training and development increase their intellectual ability to perform better. These increase employees' competences and practical solutions (Ghorbani, Jafari, and Sharifinian, 2018, Sheninger, 2014, Moyle, 2005, Zakccaro and Bader 2003, and Fullan, 2001) at the workplace. The tools found in the companies are: - special psychological mental belonging to companies, commitment, and reliability, honest, availability, and work can be left to the employees without doughty and is found successfully done.

The instruments found are the human resource policy and procedure manuals and operations manuals. The reporting structures are properly aligned to the jobs for deferent sections and departments of the companies and employees are engaged to their jobs (Schade, Jenniffer, 2004: 24 – 26). The companies are experiencing high production and high returns from the financial resources investment's projects. This has been found by way of processes and delegation of duties in different departments and how heads of the departments carry out their duties. The use of circulars, memorandum, monthly reports, emails, cell phones was seen as a smart way of dealing with business activities in all departments and sections. They were problems found on time keeping for reporting on duty and employees were penalised on cases of delaying to report on duty.

Audits are carried to protect the effectiveness and efficiency of the use of human resource policy and procedure manual, operations manuals, circulars determining the authority limits on recruitment and selection policy as a starting point and all other policies and operations are inspected to determine compliance and providing feedback with comments to be addressed by heads of departments given deadlines (Messikomer, C., M. and Cirka C., C. 2010: 55 - 71). All departments are asked to submit monthly reports to Chief Executive Officer which are defended in the meetings by the head of each department. The code of ethics and other codes must append and support other ethical initiatives and individual voluntary approaches (Mijatovic and Stokic 2010: 533 – 552). This cause of action protects the companies' human capital groups from maladministration activities randomly found in their departments. The groups and teams formed in companies to push business activities with vigorous power creates quality productions of goods and services.

The human resources department was mandated to distribute all the required information to the employees and keep them motivated. Money is not the only motivator in companies with transparent human resource policy and procedure manuals but adds employees' social being comfort at workplace and in the society he/she dwells. Sometimes behaviours, attitudes and personal dignity found in a person is caused by having just enough to keep going buying basic needs.

6. 6. Results of the Research Study

6. 1. The investigations of the 5 companies was conducted and the instrument used was interviews based on the relationship between methods of process tracing and the data collection techniques of interviewing (Oisin Transey 2007: 765 – 772). The employees who were involved in the processes and gathering of information are listed in table 14 and their levels showed below: -

Data collection Techniques Table 15

No of companies	Job title/ policy use.	Invited	Interviewed
3	Managers with companies with transparent human resource policy and procedure	15	7
2	Managers with companies with opaque human resource policy and procedure	10	6
3	Employees with companies with transparent human resource policy and procedure	35	26
2	Employees with companies with opaque human resource policy and procedure.	40	24

The number of managers with transparent human resource policy and procedure had any average of 33.3% meaning that the general usage of companies' laws by employees if we find average of 3 companies with 7 managers interviewed having a high rate of usage. Those managers with companies with opaque human resource policy and procedure have any average rate of 4% meaning that there is no usage of human resource policy and procedure in these companies considering information given by 6 participants interviewed in 2 companies. The employees found in companies with transparent human resource policy and procedure have 60% average, meaning that the employees are committed to their jobs and have psychological and physical attachment to the companies. It was the companies which produce quality goods and services. Though the percentage rates showed different rate at the time of action, the general trend of usage of human resource policy and procedure dwindled in companies with opaque human resource policy and procedure. The researcher worked with qualitative data coming out of the interview's transcripts and have systematically coded and categorised themes according to different characteristics found within the sample (Milne, J., and Oberle, K., 2005: 413 – 420). These results can be disputed at any forum where researchers have different views in solutions leading to formation of other thinking or judgement of the study. As the information which was collected from different companies can be differently interrelated on the basis of results which may be seen in different ways of thinking. There should be flexibility on researchers' thinking. The way researchers and authors consider the information is

completely different and that is the reason why the different researcher keep on searching for the information to consider and address the results differently according to their observations and discoveries in the selected research topics. In this study the issues of transparency and opaqueness have been affecting the industries producing different types of goods and services to be made available to the customers. Just looking at it using common sense, top managers should not be self-centred on creating companies but prepare to economically supply goods.

6. 7. Limitations

In consideration of this research study as useful on its overall success, was not to be achieved without limitations. It should be clear that the goals and objectives of the research study were to make a change on how companies flare impact of human resource policy and procedure on employee engagement and set a new pace of leveraging variables. Researcher's vulnerable interest was to explore the best and clear methods to build new features of companies supported or linking the impact of human resource policy and procedure on employee engagement enhancing performance. People with transparent policies are guided by good knowledge.

The research investigations commenced at the beginning of Covid 19 and Zimbabwe had not passed restrictions laws to control the disease. The researcher had to reduce the number of participants and urgently set an interview program to cover the demographic areas where participants were located. The limits were on participants meeting the arranged time of interview due to working environment and the venues which were in the companies' board rooms. Researcher had to always wait for participant to join the interview meeting. Change of time sometimes affected proper mind set of participants. The venue of interview meetings should be changed to a suitable venue out of company's premises to avoid disturbances.in the future studies. Attending the meeting within the work environment had a little bit of discomfort.

6. 8. Research Study Restraints

The preparation of research questions was just a little bit difficult due to the researcher's limited research project writing experience and physical restraints in older people affected me (Michel et al 2016: 2307 – 2310). Having the background of the research topic and other author's literature coupled with work experience assisted in adding knowledge on how to list the relevant research questions. The questions were suitable to use and provided information to form data. Added constraints were sequence of questions which did not totally convince the researcher's way of thinking on which one is the first most important question suitable to stimulate the participant's hidden knowledge of information delivery. The availability of the companies' laws, rules and regulations, policies and procedure manuals guiding employees in decision making was a simple thing to understand if there was transparency in companies. On this study a simple question like, "do you know what human resource policy and procedure manual looks like?" What are the uses of human resource policy and procedure manual in a company? This constraint was however short leaved. However, the research study can be viewed in different organizational ways of considering the essence of where we were coming from and where we should actually be directing our knowledge of understanding on the study. In these circumstances Dijla Mahdi Mahmoud in the research article of 2019: 18 issue 3 published by the University of Middle Technical in Iraq found the relationship between human resource management strategies and regular restraint provided the problem of sample determination in the research by increasing numbers. That also had a bearing on the researcher's approach on the research investigation at the beginning of the study due to the fear of pandemic disease which had spread like wild fire in the whole world without seizing. The issues associated with recruitment strategy of participants to attend the interview meetings not really covered with the regulatory framework had its own regulatory constraints. It was really necessary to pursue the research study based on its importance to companies' business activities

involving human capital and the use of human resource policy and procedure on employee engagement at the workplace. Human resource management involve a lot of issues needed in managing people like different strategies on job analysis and design, human resource planning, staffing and recruitment, performance evaluation, training and development. These regulatory frameworks had different regulatory constrains which could be solved by having the correct human resource polices and procedure manual to guide the employees at the workplace. Difficulties on the researchers are found on the involvement of participants' reliability on the provision of information to form data. On using the interview meetings researchers should have good approach to the interviewees to attract participants. They provided credible information and that needed good skills on sharing the research topic and the objectives of the research study. The understanding of goals and objectives of research study give a resounding communication skills at the time of interview meetings. Under these restraints the researcher continued to carry on with the research study and produced the final findings and results.

6. 9. Findings and Implications

The findings were based on qualitative methodology and social behaviour science which place on ability to generalize the results and describe the applications to practice (Price James and Murnan 2004: 66 – 67). The utility of findings from the research study were a course of concern on the part of references from other authors' theories guiding the research study. Researcher found that the guiding principles could not clearly link to the summarised findings and that findings and implications were direct actions performed on the actual business activities. They originated from the data collected from the research study and hence theories were reduced to a limit. These issues of references applied to findings and implications of this research study. Without references being applied in the research the results will be confusing.

However, the research study supported the companies found utilizing performance management in line with the transparent human resource policy and procedure manuals on employee engagement aimed at multiple benefits of developing duties rather than just looking at the potential outcome received through employees' high performance through networking (Saks and Grumman, 2011: 600 – 619). The two purposes of opaqueness and transparency in different companies had different findings and implications. These were showed by what was done by managers and employees in different companies at the workplace based on operations. The right tools, instruments and materials to use at the workplace should be of good quality.

6. 10. Future Research

10. 1. The researcher recommended further research studies to examine companies with opaque human resource policy and procedure manuals on employee engagement. Investigate the feedback systems on all jobs assignments given to the employees by their top managers. Intervention of delegation of jobs at all levels of company structures. Inspect how top managers interact with all employees found in the organizations without use of human resource policy and procedure manuals and also to establish how companies with transparent human resource policy and procedure on employee engagement manage their human resource management systems. The research study should further explore on the employee engagement based on its link to the human resource policy and human resource procedure manuals with a mind-set of having the business activities and companies' performance giving the same good results. The general outlook of this research study focussed on transparency human resource policy and procedure manuals on employee engagement with less emphasis on employee engagement and with gaps which needed to be investigated by independent researchers. It is anticipated that the correct results in any research provide new thinking and knowledge. This is why the researcher provides the opinion of having other new and old researchers to reconsider the topic of the research study with a new view of putting their findings and recommendations. The use of

human resource policy and procedure has great bearing on the business activities and on employee engagement affecting all companies globally. It is researcher's desire to have all the companies and company owners to know that human capital is the best tool on business activities of any kind. In this light of the demonstration we cannot survive without the use of the human resource management systems in the business administration which provide the need of all the people's health and fit to continue with their lives. The business activities remain the best contributor to the human life and brings joy at the home and company platform in all situations given to us to dwell.

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