

# Evaluating the Factors Affecting the Implementation of Human Resources Policies in International Non-Governmental Organizations: A Case Study of South Sudan

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## Abstract

This research was intended to critically evaluate factors affecting Human Resources (HR) policy implementation amongst INGOs operating in South Sudan. The research aimed to determine challenges that INGOs in South Sudan face in implementing HR policies, analyze effect of HR policy implementation on employee relations as well determine best practices for implementing HR policies in South Sudan. The study will not only enable INGOs know which specific locations within South Sudan INGOs face most challenges in HR policy implementation, but also make them aware of some of the existing best HR Policy practices. It will in addition, be beneficial to INGOS who might find it useful in re-examining their organizational policies particularly in South Sudan where labor laws have strong backing of the Government and help them improve working relationship with their employees with a view to enabling employees play major roles in actual HR policy implementation, hence creating a culture of trust within the workplace and reducing the number of employee relations cases that some INGOs might have faced in the past and continue to face. This in effect, will result in increase in efficiency of the organizations to be able to effectively achieve their objectives and goals. The study should offer Government of South Sudan opportunity to ascertain the extent to which INGOs comply with the existing labor laws. The research will be significant to the other non INGO employers who might find it useful in re-examining their organizational policies particularly in countries where labor laws have strong backing by the Government and employer practices draw the attention of the Human Rights. It will also be useful to other researchers in that they may use it as a reference when researching on similar study, and would also improve on their study by including more relevant information that would be left out. This research has taken into consideration certain environmental factors and special challenges INGOs in south Sudan face. These environmental factors and challenges includes: societal tension, INGOs in South Sudan at times are unable to perform their basic duties and responsibilities due to excessive political interferences and tensions between communities and this may have negative effect on their HR policies and procedures (Arnaout, 1998). Like in many other developing countries NGOs in South Sudan are overloaded with their missions and are liable to their shareholders and how efficient they are, may be affected by the South Sudan government policies and matters of national security as majority of the INGOs operating in South Sudan are foreign.

**Keywords:** Human resource policies, International non-governmental organizations

## 1.0 INTRODUCTION

South Sudan's struggle for liberation continued for several years, even after Sudan obtained independence in 1956. Sadly, 37 of the past 56 years have been wasted on major civil conflicts; the first from 1955-1972 and the second from 1983 to 2005 when the Comprehensive Peace Agreement (CPA) was signed. In fulfillment of a provision of the CPA, South Sudanese voted for total independence during the January 2011 referendum. South Sudan was declared a sovereign state on 9 July 2011 (Government of the Republic South Sudan, 2012).

The country has a population of approximately 9 million people and is one of the poorest countries in African with poverty rate of 50.6% (UNDP, 2012). It is estimated that nearly half of the country's population, still live below the poverty line of \$ 1.25, implying that one out of every two individuals cannot obtain the minimum level of basic needs; a survey conducted by the National Bureau of Statics (NBS) indicates Sudan Tribune, 2013).

Like many other post war and developing countries South Sudan's government cannot be the sole provider of goods and services for alleviating poverty, building capacity, improving literacy levels, protecting biodiversity, or decreasing mortality, and ensuring sustainable development among its people (Chalhoub, 2009). The increased demands on state governments in these countries to meet the needs of their citizenry, non-government organizations (NGOs) are taking active and complementary roles in harnessing the potentials of the people for national development (Okorley & Nkrumah, 2012). In the last decade the support and interest in NGOs in developing countries has grown and the persuasion is that NGOs are flexible, adaptive and quick to respond to peoples' needs than state governments (Lekorwe & Mpahanga, 2007). Further, they deliver higher quality social services and programmes to the very poorest sector of these societies in a cost-effective and

efficient way for sustainable development (Clark, 1991; Fowlwe, 1988).

Most NGOs operating in South Sudan deliver humanitarian services, now considered ‘basic services,’ including water and sanitation, health care, and education. However, there are also NGOs working in conflict resolution, capacity-building and a variety of other sectors. The number of NGOs working in Southern Sudan varies according to the definition of an NGO. However, in 2005, there were approximately 47 international NGOs working in Southern Sudan; in 2010 there were over 155 international NGOs registered and equally as many national NGOs. (South Sudan NGO Forum, 2013)

Measuring NGO results is still a major challenge according to Chalhoub, 2009. This is because they involve developmental projects that take a long time to mature and bear results. The recognition of NGOs’ deliverables to the end-user or beneficiary communities is still faced with a major problem: the lack of empirical results and analysis. John Hopkins University comparative project, estimated total operating expenditures by the non-profit sector to be \$1.6 trillion in 2002, which is the size “...the fifth biggest economy in the world.” This study covered charity schools, hospitals, which accounts for 57 percent of the expenditures, youth camps, professional associations, and different types of organizations such as aid and development NGOs like Oxfam (Farooq, 2005).

This expanded role of NGOs sector has been accompanied by heightened expectations of accountability, demonstration that they can significantly contribute to national development. According to the United Nations Development Programs, an NGO is “...any non-profit organization, group or institution that operates independently from Government and has primarily humanitarian, cooperative or developmental, rather than commercial objectives...” (UNDP, 1999).

Since the 1970s, NGO in both developed and developing countries have been rapidly growing. Over 15 percent of total international development aid, measured at around \$8 billion dollars, is channeled to beneficiary parties through NGOs (World Bank, 1995, 2000).

Key factors that influences organizational sustainability is human resources, funding, program development, general management and material resources (Okorley & Nkrumah, 2012). Human resource capacity is critical to the survivability of NGOs according to Okorley and Nkrumah, 2012, NGOS have adequate managerial and technical skilled staff and good in services training plan for staff development. But there is uncertainty on their recruitment policy with respect to attracting and retaining competent staff

Many INGOs operating in South Sudan are headquartered in either United States of America or Europe. They have put in place policies and procedures that guide their operations and relationships with their employees. However, Human Resources policies of many of these INGOs may vary from one host country to another. In general, INGOs tend to harmonize and standardize these HR policies and procedures to enable them apply them in the different countries they operate in.

HR policies enable organizations to communicate values and expectations, comply with legislation, document best practices that are beneficial to the organization, in addition to ensuring fairness, consistency and transparency when dealing with employees. The major problem is low productivity by employees due to poor employee relations matters which negatively affect achievement of organization goals and objectives. There is no comparable yardstick to measure employee productivity and efficiency levels globally due to varied operational policies across national boundaries.

According to Florkowski and Raghu (1993: 315), multi-national companies are generally expected to change their human resource management policies and programs to achieve compliance through the whole organization. If implemented properly, this should help ensure a minimum of contradictions within the multi-national company.

The employment relationship is a legal notion widely used in countries around the world to refer to the relationship between a person called an employee (frequently referred to as a worker) and an employer for whom the employee performs work under certain conditions in return for remuneration. It is through the employment relationship, however defined, that reciprocal rights and obligations are created between the employee and the employer. The employment relationship has been, and continues to be, the main vehicle through which workers gain access to the rights and benefits associated with employment in the areas of labour law and social security. It is the key point of reference for determining the nature and extent of employers’ rights and obligations towards their workers. (ILO, 2006)

According to ILO, 2006 some laws define the employment contract as the framework for relationship of an employee and an employer. The labor codes in some countries define not only the employment contract but also the employment relationships, understood to mean that the fact of performing a service, irrespective of the nature of the agreement under which it is performed. (Anonymous, 2013)

INGOs like other businesses globally, must recognize that human resources of an organization are a source of competitive advantage. Given that a number of INGOs heavily depend on multi donor funding, it is advisable that they come up with strategies that will enable them effectively and efficiently achieve their goals and objectives through their human resources.

The ability to attract human resources suitable for NGO operations is difficult and in fact, However, Cotter (1988) considers the ability of an NGO to attract and motivate human resources, acquire project funds, as a major performance measures. Ability to attract and retain human resources is an indicator of NGOs credibility. The Canadian International Development Agency (CIDA) goes further to emphasis the role of NGO human resources in its strategic planning, service delivery, and job training (CIDA, 1996). Morgan and Qualman (1996) also acknowledges the “attractiveness of the NGO to human resources as a performance measure, and emphasize the longevity of the NGO in relation to realizing sustainable project outcomes.”

### **1.2 Statement of the Problem**

To remain relevant and competitive, the evolving changes that are taking place regionally and globally are forcing many organizations to explore on different ways of conducting their businesses. International Non Governmental Organizations (INGOs), who have in the recent past years increased in numbers and many of which are headquartered abroad but with operations in different parts of the world, have not been left behind. They are now forced to keep up with the changing Human Resource (HR) practices and adapt to practices of the country of destination, in addition to, comparing and transferring specific practices that are acceptable and considered attractive to their subsidiary organizations.

HR policies enable organizations to communicate values and expectations, comply with legislation, document best practices that are beneficial to the organization, in addition to ensuring fairness, consistency and transparency when dealing with employees. The major problem is low productivity by employees due to poor employee relations matters which negatively affect achievement of organization goals and objectives. There is no comparable yardstick to measure employee productivity and efficiency levels globally due to varied operational policies across national boundaries. Many INGOs operating in South Sudan are headquartered in either United States of America or United Kingdom. They have put in place policies and procedures that guide their operations and relationships with their employees. However, Human Resources policies of the same INGO may vary from one host country to another. In general, INGOs tend to standardize the HR policies and procedures that they expect to apply in the foreign countries they have operations in.

According to Florkowski and Raghu (1993: 315), multi-national companies are generally expected to change their human resource management policies and programs to achieve compliance through the whole organization. If implemented properly, this should help ensure a minimum of contradictions within the multi-national company.

### **1.3 Objective of the Research**

#### **1.3.1 Main Objective**

The primary objective of this research was to ascertain factors that affect the effective implementation of Human Resources policies and procedures in the International Non-Governmental Organizations with operations in South Sudan, in addition, seek to determine the internal management practices

#### **1.3.1 Specific Objectives**

- i. To critically review effects of existing Human Resources policy practices among International Non-Governmental Organizations
- ii. To analyze the extent of challenges International Non-Governmental Organizations face in implementation of HR policies.
- iii. To determine gaps between HR policy implementation and employee relationship

#### **1.3.2 Research Questions**

- i. What are the existing HR policy practices amongst INGOs in South Sudan?
- ii. What challenges do INGOs in South Sudan face in implementation of HR policies?
- iii. What are the gaps between HR policy implementation and employee relationship?

### **1.4 Significance of the Study**

The study will be significant to the employers who will find this useful in re-examining organizational policies particularly in countries where labor laws have strong backing by the Government and employer practices draw the attention of the Human Rights. It will also be useful to other researchers in that they may use it as a reference when researching on similar study, and would also improve on their study by including more relevant information that would be left out. It is also expected that this study will help INGOs standardize their labor practices hence increasing work productivity in addition to improving employee relationship that cultivates a culture of trust within work environment.

## **2.0 LITERATURE REVIEW**

### **2.2 Theoretical Literature Review**

#### **2.2.1 Global HR Policies and Practices**

International Non-Governmental Organisations (INGOs) like other businesses globally, are increasingly becoming aware that human resources of an organization can be a source of competitive advantage. To this end, most of them are coming up with strategic plans that are meant to help their organizations effectively and efficiently carry out/offer services by ensuring that all employees aim to achieve organizational goals and objectives. This to them, is part of examining and adjusting organization's direction in response to the changing environments.

Employment relations in general practice are influenced, as elsewhere, by a range of factors. Allard & Simon, (2006) reviewed on the links between competitiveness and the employment relationship in European countries. The authors discovered there were certain characteristics of labour relationship that were associated with competitiveness.

The INGOs have in addition, embarked on improving their performance through reduced cost by coming up with more attractive HR policies than those of their competitors. To a great extent, HR policies have become more business and strategic oriented with a view to making them more attractive to current and future employees.

One of the most important steps that many organizations have taken is ensuring that policies and procedures of managing HR are linked with/ incorporated within strategic goals and objectives of their organizations.

It is worth noting that strategic management emphasizes the significance of establishing linkage between human resource policies and organizational strategic goals. Armstrong (2009) notes that "HR polices provide guidelines on how key aspects of people management should be handled. This aims is to ensure any HR issues are dealt with consistently in accordance with the values of the organization in line with certain defined principles". HR policies therefore, if effectively implemented play a great role in the achievement of organization's goals and objectives as they elicit employee's commitment to the core values of the organization.

Strategic management emphasizes the significance of establishing linkage between human resource policies and organizational strategic goals. Armstrong, (2009) notes that "HR polices provide guidelines on how key aspects of people management should be handled.

Armstrong (2009) further notes that HR policies are continuing guidelines on how people should be managed in the organization. They define the philosophies and values of the organization and how people should be treated and from these are derived the principles upon which managers are expected to act when dealing with HR matters.

In order to enhance organizational stability and performance, the employee satisfaction, commitment, and advocacy, as well as reduced withdrawal and turnover need to be fulfilled. Employee satisfaction and commitment are engaged with productive, and more likely to work to their full potential resulting in increasing performance, reductions in turnover and as well as increase stability in the organization (Schweitzer , 2008)

Any HR policies that one develops around the above topics, and any others covered by employment standards, must not provide less than what is offered in the legislation and/ or regulations. The employment standards legislation offers minimum standards; employers are free to develop policies or practices that enhance (provide better standards) than what is allowed for in the law (HR Council for Non Profit Sector, 2012)

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Human resources policies are enacted from the ILO conventions for Countries that are member states. Labour laws from different countries take cognizance of these conventions at the point of enactment in parliament. Laws that are conducive to the society and workers' welfare promote freedom, creativity and efficiency in staff output.

Different nations have varied labour practices which affect staff output in different ways leading to either effective teamwork or impoverished output.

In the process of moderating these demands, labour unions have voiced their concerns on behalf of the employees. To some extent some of these have been upheld by the courts and formed precedents in labour law provisions. Adherence to these provisions has led to sanity among employees and ultimately efficiency has been realized to some extent.

Human Rights activists have not been left behind in the fight for the demands for the citizen's rights, some of which are engrained in the labour law. These rights create several forms of freedom that generate space for negotiations with management and governments.

An appreciation of how to manage staff in an international context is critically important for businesses today. Shen (2005:83) explains international human resource management in terms of a system: “a set of distinct activities, functions and processes that are directed at attracting, developing and maintaining the human resources of a multi-national corporation.” The domestic based term of human resource management covers “all the concepts, strategies, policies and practices which organizations use to manage and develop the people who work for them” (Rudman, 2002: 3). The only major difference between international human resource management and domestic human resource management is the fact that one relates to multinational corporations and the other to domestic based firms.

There are several different challenges for Human Resource Management teams in organizations throughout the world. The HR strategies of these various organizations are very dependent on the culture of the country in which the organization resides. Hofstede’s theory of cultural dimensions is a great way to distinguish between the traditional HR aspects of organizations in different parts of the world.

Hofstede’s Cultural Dimensions takes into account different policies and procedures regarding Human Resource Management. The five main components of Hofstede’s Cultural Dimensions include individualism versus collectivism, power distance, avoidance of uncertainty, masculinity, and long-term versus short-term orientation (Ivancevich, 2010). These five dimensions form the core strategies behind Human Resource Management in their respected companies in different areas of the world. Individualistic societies tend to put more importance on individual goals and performance, while collective societies put more emphasis on group work. Power distance describes the amount of acceptance of inequality among a large group of people. Cultures which have a high avoidance of uncertainty wish to know what the future holds through a structured environment, and are not in favour of unpredictable situations. Masculinity assumes that men take control in an assertive and competitive way, and females take a role of modesty and nurture (Ivancevich, 2010). Lastly, long-term orientation assumes that a culture takes into account the future when making decisions. This is quite different than short-term orientation which emphasizes instant results when coming to a conclusion (Studymode, 2013)

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Dowling et al., (1994) gives definition of IHRM as follows: “IHRM consists of a collection of policies and practices that a multinational enterprise uses to manage local and non-local employees it has in countries other than their home countries.”

The integration of more comparative views, approaches and perspectives within IHRM can be useful, and helps in providing more insight into what is “normal” as opposed to “exceptional” in HRM practices and systems (Nankervis et al., 2002; Rowley & Benson, 2002). However, IHRM should not become a description of fragmented responses to distinctive national problems nor about the ‘copying’ of HRM practices, as many of these practices suit national cultures and institutions without necessarily being transferable. Indeed, issues of concern in IHRM are those of consistency or standardization, versus customization or adaptation, within diverse social and cultural environments (Nankervis et al., 2002).

The rapid pace of Globalization has led to a change in the global economy during the past several decades; it is believe that factors such as trade liberalisation, access to cheaper labour and resources, similarity of consumer demand around the world, and advances in technology and communication has widened the market of consumption, investment as well as production on a global scale. These globalization driven factors created new challenges and global competition for businesses around the world thus as a response many companies decided to expand their operation across national borders in order to be competitive. However, when company decides to internationalize their operation they will be exposed to various environment, culture, legal and political differences and in order to operate successfully they should be able to modify its products and services to meet the cultural preference of their foreign customer as well as able to adjust their operation to comply with the local legal requirement (Tayeb, 2003).

### **2.2.2 Government and Employees**

Not much has literature has been written that is specific to implementation of Human Resource policies implementation and as a result there is very limited information to review. The available literature puts more focus on the broader aspects of human resource management. Despite the consistency with which the theoretical and normative connection between Human resource and management practices and firm-level performance outcomes are made, empirical studies that link the two are sparse notes (Koch, 1996).

Management of people is increasingly gaining importance because of many competing factors. Recognizing that the basis for competitive advantage is essential to develop a different frame of reference for considering issues of human resource management and strategy Clarke(2006), cites that an appropriate human resource policy infrastructure to support workplace learning has been advocated both within the literature on

workplace learning and in official British Government guidance for healthcare organizations. Yet minimal empirical evidence exists to support the view that HR policies are able to promote greater use of workplace learning methods within organizations. This proposition was tested through collecting both quantitative and qualitative data from staff in British hospices. The findings demonstrated the limited effects of HR policies in this respect and five key factors were identified that appeared to influence HR policy implementation in this instance. These findings have wider significance for our understanding of the complex interrelationships that potentially exist between HR policies, their outcomes and the mediating factors associated with policy implementation.

It may therefore be necessary to adopt or adapt and integrate some common human resource management approaches, systems, policies and procedures from different international and even national contexts (Aguilera, 2004: 1359). It is often difficult to manage various human resource management practices in individual agencies let alone on a multi-national basis, if adaptation and integration is not sufficient. While globalization imposes a considerable movement towards standardization of management systems in multinational corporations, including aspects of human resource management, the influence of local culture, institutional arrangements and labour market forces continue to add pressure for divergence (McGraw & Harley, 2003: 8), and this can be problematical. (International Review of Business Research Papers, 2008)

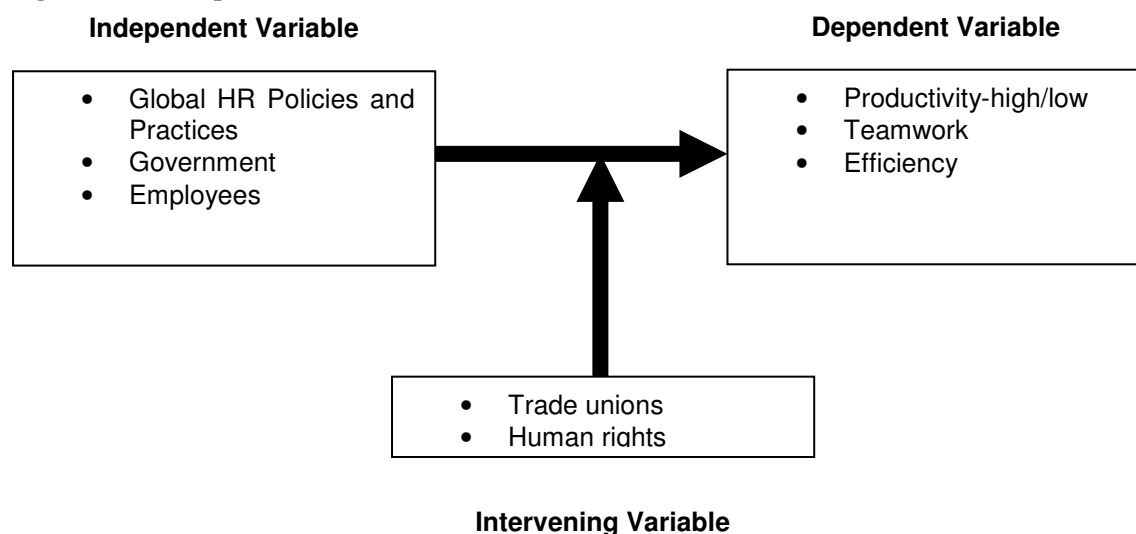
This article builds on previous work in international human resource management by drawing on concepts from the resource-based view of the firm and resource dependence to develop a theoretical model of the determinants of strategic international human resource management (SIHRM) systems in multinational corporations.

As multinational corporations (MNCs) and their overseas affiliates have become increasingly important players in the global economy, interest in and research of the strategies and management practices of these firms have also grown (e.g., Hamel & Prahalad, 1985; Ohmae, 1990; Porter, 1986; Prahalad & Doz, 1987; Rosenzweig & Singh, 1991). Although researchers have explored numerous issues internal and external to the MNC, there is a growing consensus that a key differentiator between the corporate winners and losers in the 21st century will be the effectiveness of the human organization (Bartlett & Ghoshal, 1994, 1995; Pfeffer, 1994; Pucik, 1992; Tichy et al., 1992; Ulrich & Lake, 1990). In an effort to effectively leverage human resources to implement the intended strategies of organizations, researchers and practitioners alike have begun to explore the theoretical and empirical linkages between human resource management (HRM) and strategy both in the domestic as well as the international context (Studymode, 2013)

#### 2.4 Conceptual Framework

The conceptual framework illustrates the factors that affect the effective implementation of Human Resources policies and procedures in the International Non-Governmental Organizations with operations in South Sudan, it will in addition seek to determine the internal management practices. The conceptual framework is modeled to illustrate that three variables exist; the independent variable (Global HR Policies and Practices, Government and Employees), intervening variables (Trade Unions and Human Rights) and the dependent variable (Productivity, Teamwork, and Efficiency)

**Figure 2.1: Conceptual Framework**



### 3.0 RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Research design

This study employed a case study design. Kothari (2011), defines case study as a method that involves a careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even an entire community. The case study was preferred because it places more emphasis on the full analysis of a limited number of events or conditions and their interrelations.

#### 3.2 Target population

Sekaran (2006) defines population as the entire group of people, events, or things of interest that the researcher wishes to investigate. The targeted population of this study will comprise of 93 of staffs from INGOs in South Sudan. 80% of the population was sampled for the study. Specifically they comprised 5 senior managers, 10 middle managers, 25 Junior Managers and 53 Officers. According to Yamane (1967) formula a sample size for the research was determined as shown in Table 3.1 below

**Table 3.1: Population Sample**

Cadre	Target population	Sample
Senior Managers	5	3
Middle Manager	10	8
Junior Managers	25	21
Officers	53	43
<b>TOTAL</b>	<b>93</b>	<b>75</b>

#### 3.4 Sample Design

A sample is a small proportion of the population selected for observation and analysis. The researcher will use stratified sampling method to draw the sample size. This is because stratified sampling technique is easy to use and is more accurate (Mugenda, 2004 & Yamane, 1967). South Sudan has 155 INGOs with employees who range from 50 -600 employees per each organization. The employee's will be stratified into four (4) strata, namely senior managers, middle managers, junior managers and officers from which samples drawn through randomization will be selected. Mugenda & Mugenda (2004) adds that for accurate information a researchable large sample is necessary for the study. The research employed the following formula to determine the sample size

$$n = \frac{N}{1 + N(e)^2} \dots\dots\dots (Eq.3.1)$$

Where

n = the sample size,

N = the size of population and;

E = the precision error of 5 percent point.

This was distributed as shown in table 3.1 above.

This formula was propagated by Yamane (1967:886) and it helped in ensuring accuracy. Data will be collected through questionnaires. According to Sekaran (2006), questionnaires are pre-formulated set of questions which respondents record their answers within rather closely defined alternatives. Personally administered questionnaires will be used. He points out that personally administered questionnaires are best when the study is confined to a local area as in this case; moreover, the researcher can collect all completed responses within a short period; classifications can be made on the spot in cases where respondents have doubt; questionnaires can be administered to a large number of individuals at the same time resulting in cost and time saving hence its justification for the study.

#### 3.5 Data collection instrument

Data was collected using the survey monkey semi-structured questionnaire containing both open-ended and closed-ended questions whereby free response questions were permitted and the respondent answered in their own words and this stimulated a person to think about his/her feeling or motivates and express what he/she considered to be important (Mugenda & Mugenda, 2004).

Given the geographical size of South Sudan and the challenges in telecommunication, the researcher chose to use online survey monkey questionnaires to reach a wider audience who have access to internet but did in addition carry out interview sessions with a selected group of staff based in Juba.

In addition the researcher conducted interviews with selected INGO employees who are based in Juba.

Secondary data which is data obtained from previous publications, periodicals or reports were also was used where appropriate.

### 3.5.1 Validity and reliability

Quality control is about ensuring acceptable levels of validity and reliability of research findings (Amin, 2005; Cohen, 1988; Oso & Onen, 2008). Validity is the extent to which the results of the study can be accurately interpreted and generalized to other populations (Cohen, 1988). The questionnaire was tested in order to check its content, construct and face validity. Content validity was done to ensure that contents of the instrument contained an adequate sample of the domain of content it was supposed to represent. Face validity deals with format of the instrument and includes aspects like clarity of printing, font size and type, adequacy of workspace, and appropriateness of language among others. Construct validity determined the nature of psychological construct or characteristics measured by the instrument. 40 staff was selected and questionnaires administered to them, however they were not included in the final sampling. The tool was perfectly acceptable during the pretest and therefore no adjustment in the tool. This was to test the construct validity.

Reliability is the extent to which research results are consistent and replicable (Amin, 2005; Kothari, 2011). According to Fraenkel & Wallen (2003), reliability refers to the consistency of the scores obtained and how consistent they are for each other, individual from one administration of an instrument to another and from one set of items to another, and also from one set of time to another. It was ensured by the use of internal consistency technique. The instrument was pre-tested with a small sample of employees, 40, similar to the study area. The number 40 was chosen for pre-test because according to Kathuri & Pals, (1993) it is the smallest number that can yield meaningful results on data analysis in a survey research. More items were added into the questionnaire to improve its reliability.

### 3.6 Data analysis

Descriptive statistics were used in analyzing data; involving frequency distribution tables and percentages in addition to graphs, several sections will were coded and edited for analysis to address the research questions, editing will involved checking individual responses received for purpose of ensuring accuracy, usefulness and completeness. The researcher applied the Survey monkey analysis to enable her interpret the results under qualitative and quantitative subtitle. Qualitative data analysis procedures assist by allowing you to develop theory for your data (Saunders *et al.*, 2009).

## 4.0 DISCUSSION OF FINDINGS AND RESULTS

### 4.1 Response Rate

75 employees visited the survey-monkey site but 5 skipped all the questions. Of these 61% were male while 39% were female, this is an evident that majority of decision makers in INGOs operating in South Sudan are male. There is however, no evidence that this might be a disadvantage in this lineament or that it swayed the outcome. Of the 70 respondents, 50% held senior managerial position, 22.9% held middle managerial position, 7.1% held junior managerial position while 20% held Officer level position. 35 of the respondents were employees based in Juba, Central Equatorial state while the rest were based in Upper Nile, Warrap, Unity and Northern Bahr Ghazal states.

In addition the researcher interviewed 12 employees from different INGOs, most of the employees interviewed were based in Juba.

### 4.3 Analysis

#### Question 3: Do HR Policies exist within the organization?

Table 4.1 below show that out of the 69 respondents who responded to the above question, 95.7% indicated that they have existing HR policies within their organizations, while 2.9% indicated they do not have with 1.4% indicating that they were not sure of existence of HR policies within their organization.

**Table 4. 1: Whether HR Policies exist within the Organization**

Answer Options	Response Percent	Response Count
Yes	95.7%	66
No	2.9%	2
I am not sure	1.4%	1
<b>answered question</b>		<b>69</b>
<b>skipped question</b>		<b>6</b>

This awareness confirms therefore that there exist structures to implementing HR policies within majorities of INGOs that operate in South Sudan. This also shows that majority of INGO employees in South Sudan are aware of existence of HR policies within their own organizations.



#### Question 4: Have you been oriented on HR policies?

Figure 4. 1 Orientation on HR policies

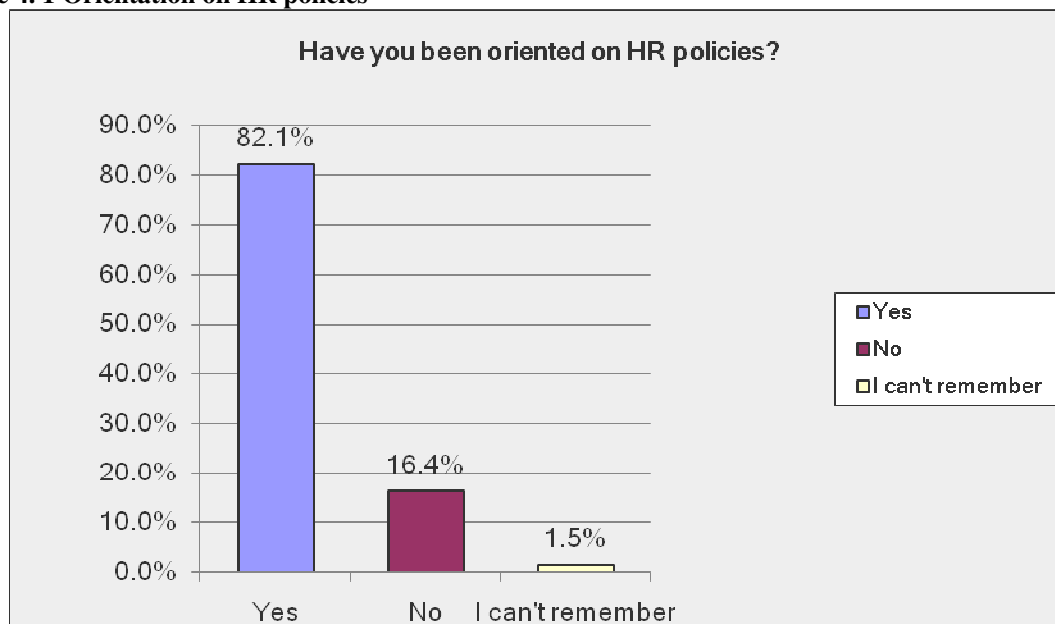


Figure 4.1 above revealed that 82.1% of respondents of the 67 respondents who responded to this question indicated they had been oriented, 16% indicated they had not been orient while 1.5% were unable to remember whether or not they had undergone any orientation. 8 respondents skipped the question. There is a clear indicator from the results that most INGOs take their employees through orientation.

A good new employee orientation program delivers multiple benefits to your company, some which are often overlooked. Here are but a few of the many benefits that both the new employees and the employer will achieve;

- Helps your employees get up to speed quickly and learn the “ground rules” of the company. This often reduces start-up, training, and other indirect costs associated with having new employees who are unfamiliar with the company.
- Conserves manager, supervisor, and peer time. Answering the most common questions posed by new employees saves everyone else the time in answering, explaining, and clarifying issues.
- Reduces the “new employee stress” factor. Everyone, even new CEOs, experiences some level of anxiety and stress when starting a new job at a new workplace. Efficient new employee orientation programs have been proven to significantly reduce this stress and bring it down to a manageable level.
- Helps establish a positive, can-do attitude at the beginning of a new employment situation. Learning job responsibilities, expectations, and the corporate “attitude” of their new employer helps employees feel both comfortable with and knowledgeable about their new job and the level of performance that the company wants. This typically establishes a positive employee attitude toward the new situation and future possibilities of success

Usually, there are two distinct components to a successful new employee orientation program. One part is typically devoted to a general orientation, which discusses the overall policies and procedures that apply to all areas of the company. These often include matters of personnel, compensation, benefits, employee rights, unions (if applicable), and the employees' general responsibilities. The second component addresses job-specific issues that relate directly to new employee responsibilities, company expectations, and policies and procedures. This component serves to help employees perform, work through issues, and understand how their new team operates. (Smartmanager, 2013)

All too often, managers incorrectly assume that other workers have the same work ethic and knowledge of the workplace that they do. We take it for granted that people know what is expected of them. The fact of the matter is, employees need to know not only the specifics of how to carry out their duties, but also the company's rules and expectations, before they can succeed in the workplace.

The ideal time to set forth expectations of an employee is at the time he or she is hired, through some type of new employee orientation. In addition to providing a road map to workplace success, a thorough orientation has the added benefit of creating a positive first impression on the employee. The sense that he or she is important to the company will go a long way toward building a productive work relationship (Prime Resources, Inc., 2013). It is this in mind that most INGOs in South Sudan have found it necessary to make their employees feel welcome and ensure clear understanding of the expectations of their position within the

organization.

**Question 5: Which section of the HR policies have you read?**

This question sought to find out which sections of the HR policies was mostly read by employees.

**Table 4.2: Section of the HR policies read by employees**

Answer Options	Response Percent	Response Count
Recruitment	85.3%	58
Employment Contract	92.6%	63
Orientation/Onboarding	70.6%	48
Work Hours & Leave Management	95.6%	65
Performance Evaluation	83.8%	57
Termination/Exit Management	82.4%	56
Professional Development & Career Pathing	60.3%	41
Code of Conduct	91.2%	62
Discipline	83.8%	57
Employee Relations	70.6%	48
Compensation & Benefits	80.9%	55
Workforce Planning	48.5%	33
<i>answered question</i>		<b>68</b>
<i>skipped question</i>		<b>7</b>

Table 4.2 above shows that most read sections of the policies include, employment contract, code of conduct, Recruitment, Discipline, performance management, termination/exit management, Compensation & Benefits, in that order

These response percentages are encouraging as they indicate that most new employees are interested in finding out how their new employer conducts its business. It is noted however that Professional Development & Career Pathing, and Workforce Planning scored comparatively low percentages. It is interesting that these scores should be low because a new employee would be expected to have done his/her research well and would be interested in knowing his/her chances of furthering his/her career in the new establishment. Analyzed further, this low score could be a result of high unemployment rate, where job seekers tend to accept jobs primarily for the sake of making their livelihoods better. This argument is further supported by the fact that many of the answer options scoring 80% and above, such as Employee contract, Work hours and Leave Management or Code of Conduct touch the employee as the individual, and not as a team or as a cooperate. Compare the low scores of professional development and workforce planning, which are not of immediate need to the employee.

**Question 6: Are your senior managers able to effectively articulate and interpret HR policies?**

This question sought to find out how well senior managers within INGOs were able to articulate and interpret HR policies.

Figure 4. 2: Seniors Managers able to articulate & Interpret HR Policies

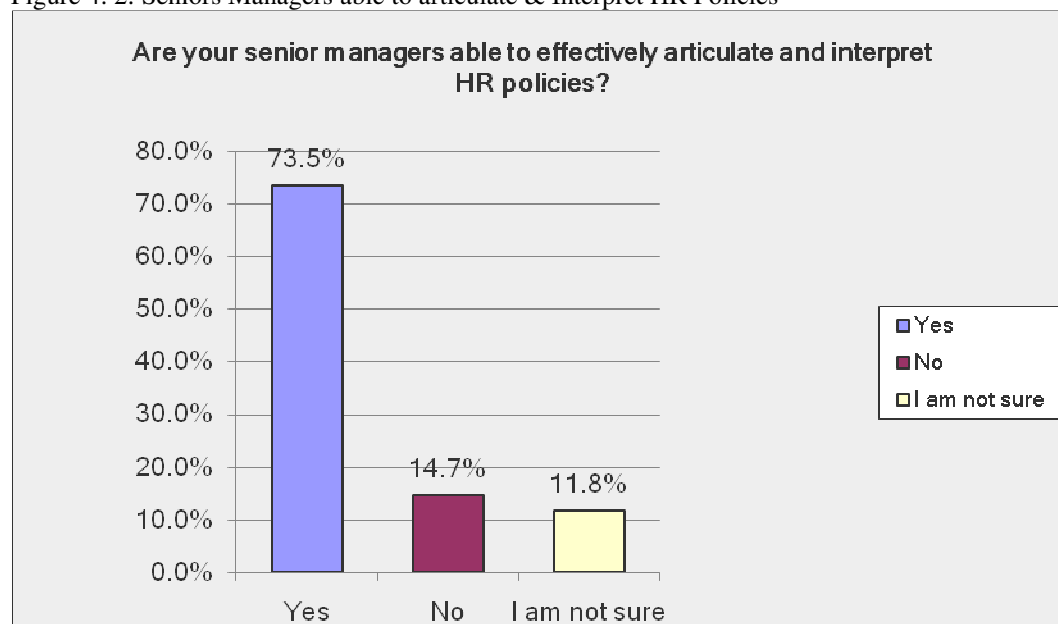


Figure 4.2 above reveals that 73.5% of the respondent noted that their senior managers were able to effectively

articulate and interpret HR policies, 14.7% disagreed while 11.8% were not sure.

The Strategic Human Resource Management (SHRM) research has shown that the competences of managerial staff are valuable resources within an organization's 'human capital pool' (Wright, McMahan & McWilliam 1994; Boxall 1996). They are core assets within HR architecture (Lepak & Snell 1999). It is therefore important that senior managers are able to effectively articulate and interpret HR policies to ensure effective implementation of the policies.

**Question 7: Are your middle managers able to effectively articulate and interpret HR policies?**

Question 7 sought to assess middle managers ability to articulate and interpret HR policies.

**Figure 4. 3: Middle Managers Ability to Articulate & Interpret HR Policies**

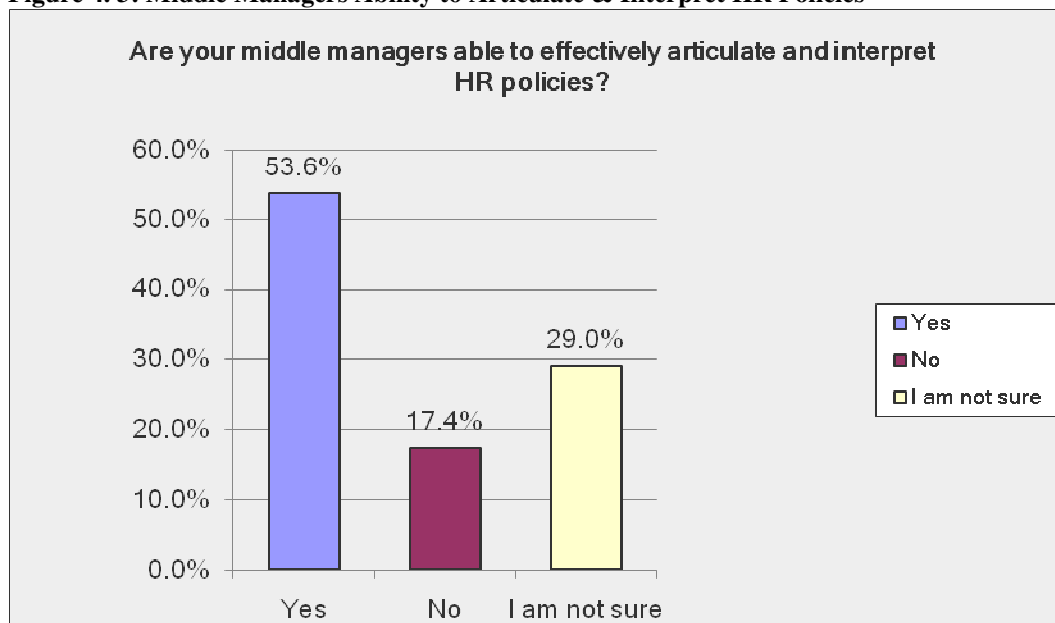


Figure 4.3 above indicated that 53.6% of the respondents cited that middle managers are able to effectively articulate and interpret HR policies, 17.4% did not think that middle managers are able to effectively articulate and interpret HR policies while 29% were not sure.

53.6% is relatively low because middle managers are an integral part of any organization; they bridge the cadre of staff who are hands-on with the senior managers whose major responsibility is conceptualization and planning for the organization. The middle managers are themselves supervisors and therefore are expected to understand and interpret the HR policies clearly and correctly in their daily routine work. A big percentage (29.0%) who said they are not sure may well be synonymous with saying No. This is because the middle managers ability would be obvious and would be translated in the behavior and performance of the staff they supervise. INGOs should therefore strive to ensure middle managers have the ability to articulate and interpret the HR policies.

**Question 8: How accessible are the HR policies to you and your colleagues?**

Accessibility to HR policies plays a very critical role in ensuring effective implementation of HR policies. The question therefore sought to find out whether INGOs have made HR policies accessible to their employees.

**Figure 4. 4: HR Policies Accessibility to Employees**

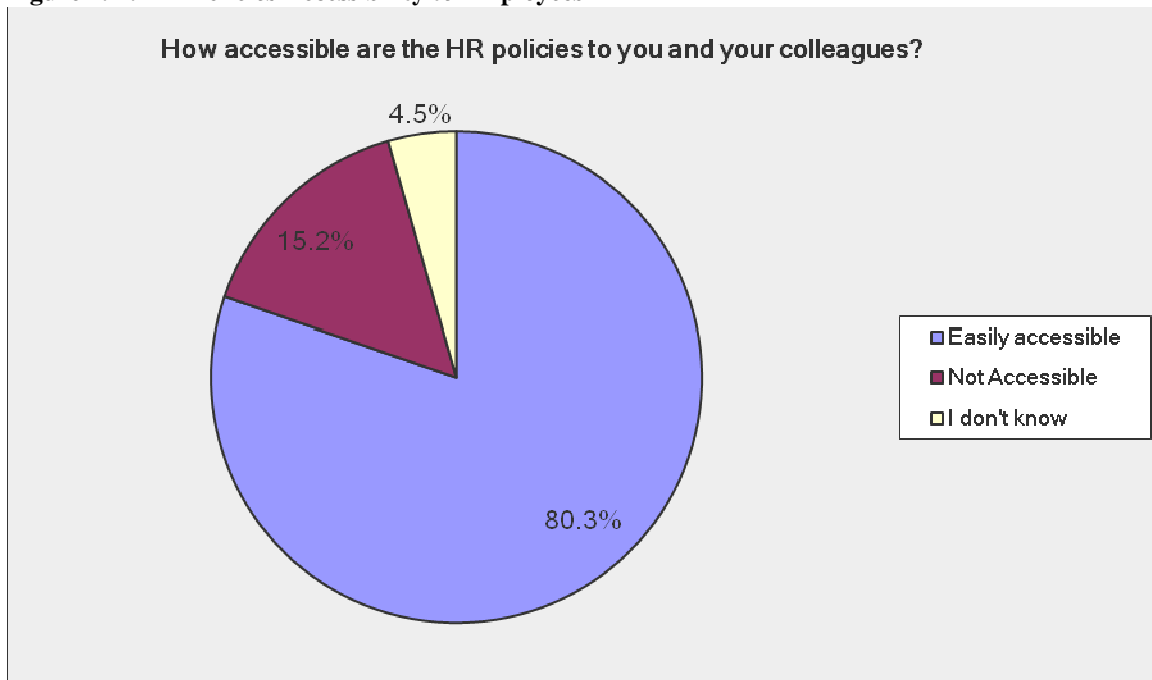


Figure 4.4 indicated that 80.3% of respondents noted that HR policies are easily accessible to them, 15.2% however indicated that HR policies were not accessible to them while 4.5% did not know whether or not they had access to HR policies.

80% is quite commendable and goes to show that INGOs in South Sudan realize the importance of making HR policies easily accessible to their staff.

**Question 9: Are you HR policy practices consistent and fair?**

Organizational HR policies need to be consistent and fair, therefore question 9 sought to find out how consistent and fair existing HR policy practices were.

**Figure 4. 5: Whether HR Policy Practices are Consistent and Fair**

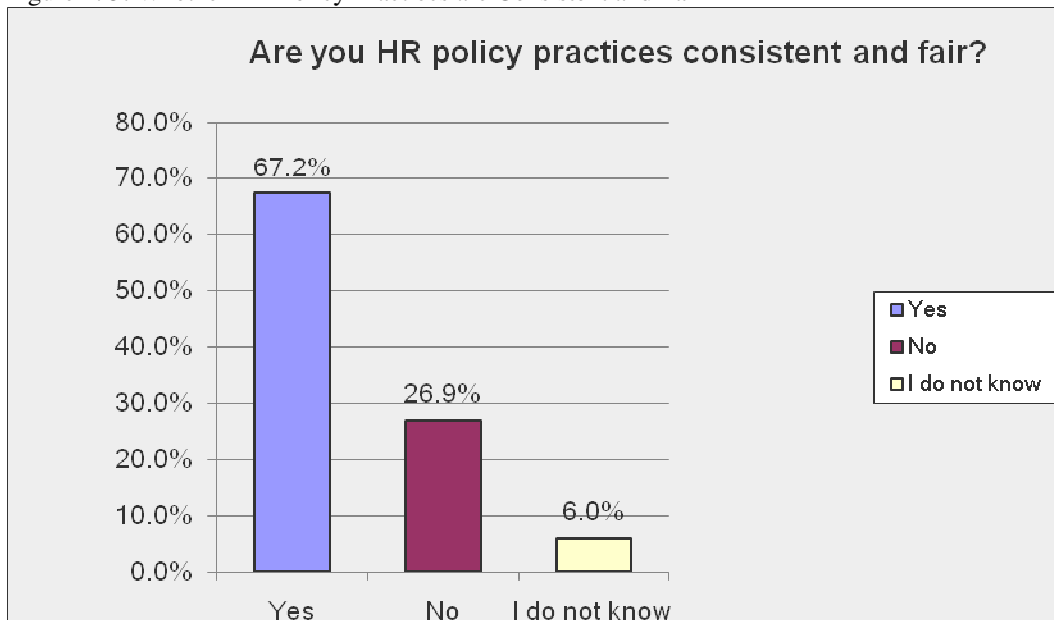


Figure 4.5 above show that 67.2% of the respondents indicated that the HR policy practices are consistent and fair however, 26.9% disagreed while 6% indicated that they did not know whether or not the practices were consistent and fair. Even though one can argue that 67.2% is a high percentage of respondents who indicated that HR policy practices and consistent and fair, INGOs need to pay attention to the fact that

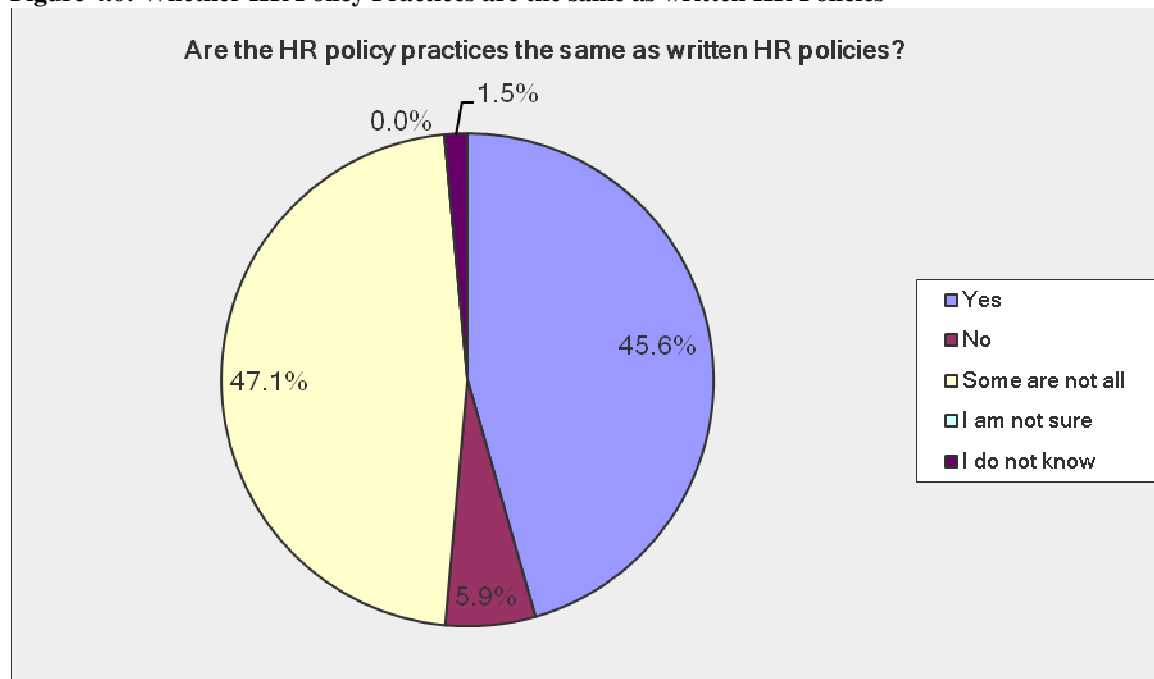
nearly 27% who felt the practices are not consistent and fair. This may be an indicator to non compliance of policy practices by senior managers more so given the fact that the majority of the respondents who felt HR policy practices are not consistent and fair were senior. It may in a way contribute to resistance to HR policies by junior staff. INGOs should not ignore the 27% respondents who felt the practices are not fair and consistent. Quite often, those who find policies to be unfair may be practicing non-compliance. INGOs may therefore carry out more in-depth orientation, refresher orientation sessions, or involve all staff in policy formulation and revisions.

**Question10: Are the HR policy practices the same as written HR policies?**

This question was intended to assess issues of governance in as far as implementations of written HR policies are concerned. To be able to hold organizations accountable to written HR policies, organizations must ensure that HR practices are in line with written HR policies. This can only be achieved if there are mechanisms to monitor and evaluate HR policy practices.

Figure 4.6 below reveals that below 50% i.e. 44.6% of the 68 respondents who answered this question felt HR policy practices are the same as the written HR policies. Nearly 50% i.e. 47.1% felt some of the HR policy practices are not all the same as the written policies. This leaves a lot to be desired and calls for more attention from the INGOs if implementation of HR policies were to be successful.

**Figure 4.6: Whether HR Policy Practices are the same as written HR Policies**



It is also worth noting that 5.9% respondents indicated HR policy practices are not the same as written policy practices while 1.5 % of the respondents do not know whether the HR practices are the same with the written HR policies. The results showed that both senior managers and junior subordinate who responded felt that discipline policy has not been very successful

Another reason which may bring this about is when the written policy gets revised but in practice, the old policy continues to be applied; or if the written policy gets revised without disseminating the revisions to all staff.

**Question11: Are the HR Policies Custodians well versed with the written HR policies?**

This question sought to assess how well versed HR custodians are with written HR policies that exist within their organizations. From the Table 4.3 below 43.3% of the 66 respondents noted that HR policies custodians are not well versed with written policies. Considering that in most INGOs HR policy custodians are the ones expected to ensure employees comply with written policies, this results should be worrying to INGOs and calls for need to offer effective trainings to HR policy custodians to enable them have better understanding of existing written HR policies. This will enable them to better articulate written policies and make employees have confidence in their ability to interpret written policies.

**Table 4.3: Whether HR Policies Custodians are versed with the Written Policies**

Answer Options	Response Percent	Response Count
Yes	43.9%	29
No	7.6%	5
Some of are	34.8%	23
I doubt they are	12.1%	8
I do not know	1.5%	1
<i>answered question</i>		<b>66</b>
<i>skipped question</i>		<b>9</b>

It should also be noted that many HR policy custodians often fall prey to the demands from those who are more senior to them and especially the international staff even if the latter do not have technical knowledge of human resource management and development as a profession. The custodians therefore, often tend to accept the wrong application of policies as suggested by the senior staff, rather than risk own contract termination purportedly for insubordination. There is therefore need for organization to empower HR policy custodians to be able to effectively implement written HR policies without fear or intimidation.

**Question 12: Do your Senior Manager support the HR policy practices?**

More often than not senior managers are involved in actual formulation, review and implementation of HR policies, It therefore goes without say, that senior managers should always be seen to support HR policy practices. The Table and Graph below show that of the 67 respondents who answered this question, 70% indicated that their senior managers support HR policy practices, however 3% felt they do not seem to care for the policies, 22.4% felt some of them show support, 1.5% did not know while 3% doubted their support towards policy practices.

**Table 4.4 Senior Managers' Support of HR Policy Practices**

Answer Options	Response Percent	Response Count
Yes they show support	70.1%	47
No they don't seem to care for the policies	3.0%	2
Some show support	22.4%	15
I don't know	1.5%	1
I doubt they do	3.0%	2
<i>answered question</i>		<b>67</b>
<i>skipped question</i>		<b>8</b>

From the above results one can draw a conclusion that majority i.e. 92.5% of senior managers within INGOs in South Sudan support and/or show support to policy practices.

**Question 13: Do your middle managers support the HR policy practices?**

In most INGOs within South Sudan middle managers are charged with the responsibilities of supervising staff that either holds the positions of junior managers or officers. This means that they directly interact with majority of national staff than senior managers do. For this reason it is important for organizations to get their buy-in in terms of their support to HR policy practices.

Table 4.5 below shows that 55.2% of the 67 respondents who answered this question noted that middle managers show support to HR policy practices, while 29.9% indicated that some show support. This combined reveal that 86% of middle managers show support to HR policy practices.

However, since 55.2% (37 out of 67) agreed that middle managers support the HR policy practices but there is 44.9% of respondents who think otherwise, this suggests that almost equal number of respondents think that middle manager either support the HR policy or not.

**Table 4.5: Middle Managers' Support of HR Policy Practices**

Answer Options	Response Percent	Response Count
Yes they show support	55.2%	37
No they don't seem to care for the policies	7.5%	5
Some show support	29.9%	20
I don't know	3.0%	2
I doubt they do	4.5%	3
<i>answered question</i>		<b>67</b>
<i>skipped question</i>		<b>8</b>

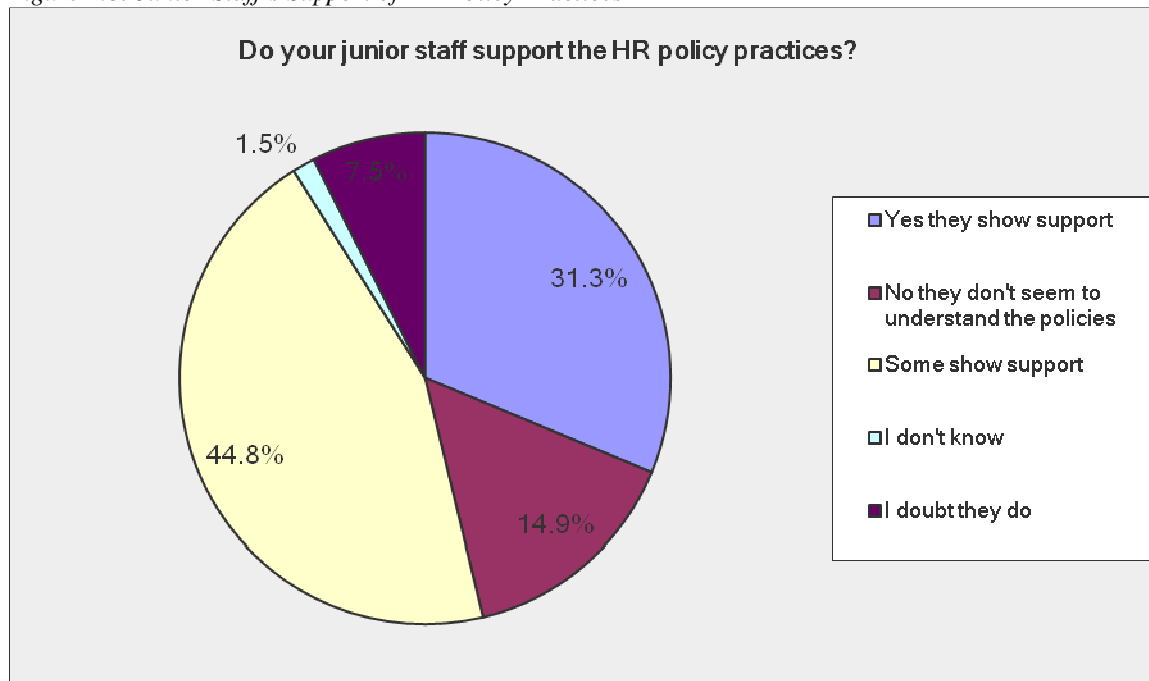
**Question 14: Do your junior staff support the HR policy practices?**

Majority of INGO employees within South Sudan are junior level staff. Their support for HR policy practices is

important for the successful implementation of HR policies.

Figure 4.8 below 31.3% (21 out of 67) agreed that junior staff support the HR policy practices this number is fairly low. The level of success of policy implementation depends on how the implementers see the policies as affecting their organizational and personal interest and this is what we may be witnessing here. Where a policy will result in reduction of pay, low self-esteem or loss of position to the implementers, the attitude/disposition will be affected adversely (Makind 2005).

Figure 4.8: Junior Staff's Support of HR Policy Practices



**Question 15: How Often Does Your Organization Review HR Policies**

HR policies are not cast on stone, hence the need for employers to review them from time to time to keep them upto date. Sometimes legal requirements i.e. changes in law require for review of policies, in addition to enable employers become more competitive their must always be willing to review their policies more so amend the ones that do not seem to favour majority of their employees or do not favour local context within which they operate. Policies may become obsolete if they are not regularly reviewed. It is therefore important for employers to have a known review schedule i.e. review their policies annually or after every two years.

Table 4.8 below is clear indicators that over 40.9% of INGOs operating in South Sudan do not follow a particular schedule to review their HR policies, 28.8% review their policies annually, 7.6% review after two years while 4.5% have not reviewed over the last 2 years.

77.7% (51 of 66) of the respondents agree that there is a review that takes during their employment time. However, the results show organization's review of HR policies are not consistent and to some extent employees cannot remember when review was last done and/or whether it is done annual, quarterly, every 2 years.

**Table 4.8:** When Organization Review HR Policies

Answer Options	Response Percent	Response Count
Annually	28.8%	19
After two years	7.6%	5
They don't follow a particular schedule	40.9%	27
They haven't reviewed the policies for over 2 years	4.5%	3
I don't remember	6.1%	4
I do not know	6.1%	4
I am not sure	6.1%	4
<b>answered question</b>		<b>66</b>
<b>skipped question</b>		<b>9</b>

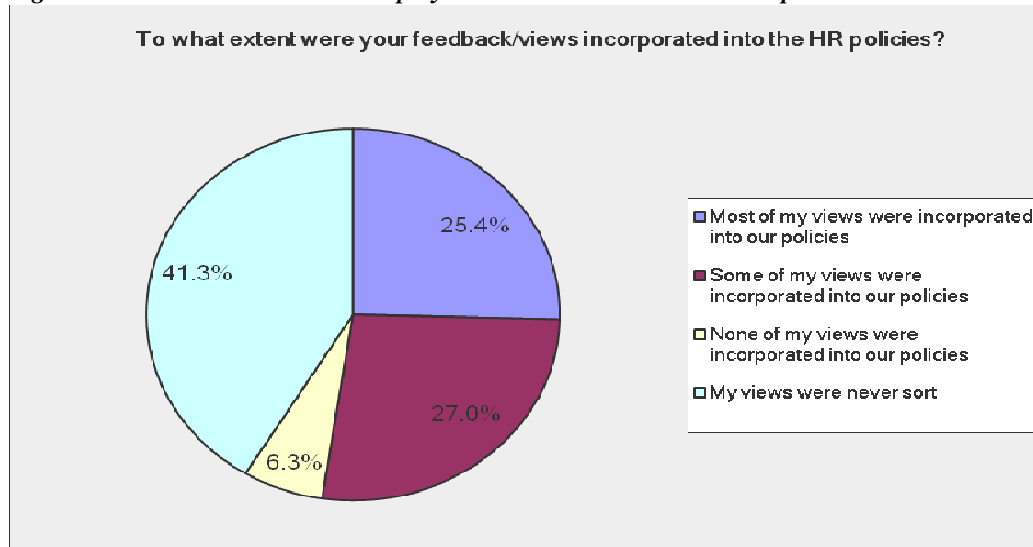
**Question 16: To what extent were your feedback/views incorporated into HR policies?**

Involvement of employees in decision making tends to solicit commitment from employees. Commitment from employees would results into effective implementation of HR policies. It is therefore important that as much as

possible organizations formulating or reviewing HR policies seek views/feedback of employees. It should always be remembered by employees that when employers seek their views and feedback, it does not necessarily mean that all views expressed must be considered.

Figure 4.9 below show that a large percentage of 41.3% indicated that their views were never sought, 27% indicated that some of their views were incorporated into their policies, 25.4% noted that most of their views were incorporated into their policies, while 6.3% indicated that none of their views were incorporated into their policies. It is clear that majority 52.4% (33 of 66) are of the view that most of their views were incorporated into HR policies. 47.6% (30 of 66) respondent were of the views that none of their views were either sought or incorporated in the HR policies. It is clear that notable number of respondents have the view that in policy formulation, their feedback/views should be sought.

**Figure 4.9: the Extent to which Employees' Feedback/Views are Incorporated into HR Policies**

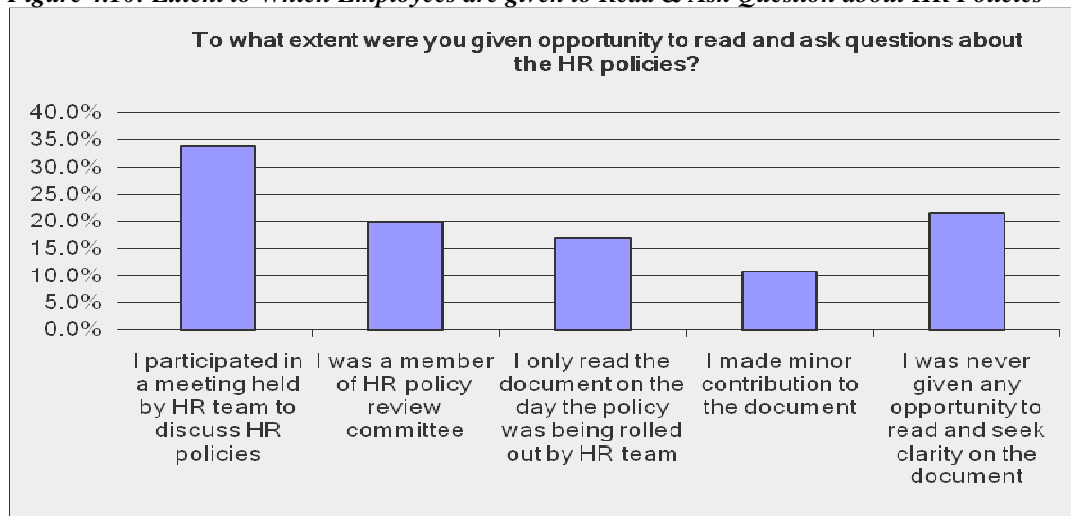


Source: Research Data (2013)

**Question 17: To what extent were you given opportunity to read and ask questions about HR Policies?**

On the question of: to what extent were you given opportunity to read and ask questions about the HR policies, 33.8% (22 of 65) respondents stated that they were given the opportunity to participate in a meeting held by HR team and 20.3% (13 of 65) were a member of the HR policy review committee. 81.5% (53 of 65) were involved in one way or the either by participating in a meeting held by HR team, was a member of HR review policy, read the document on the day the policy was being implemented or had a minor contribution to the document . And only 21.5% (14 of 65) was never given any opportunity to read or seek review of the document.

**Figure 4.10: Extent to Which Employees are given to Read & Ask Question about HR Policies**



**Question 18: Who are the members of your HR policy making team?**

From Table 4.9 below, 42.4% of respondents indicated that HR policy making team consist of senior



management team, 47% noted that the team consisted of HR Lead and Country Director/Representative of their organizations, 9.1% noted that team consisted of both senior and middle management team, 7.6% noted that the team was an all inclusive team of all cadre of staff while 15% did not know who the HR policy making team consist of.

**Table 4.9: Members of HR Policy Making Team**

Answer Options	Response Percent	Response Count
Senior Management Team	42.4%	28
HR Lead and Country Director/Representative	47.0%	31
Senior and Middle Management Team	9.1%	6
All inclusive team of all cadre of staff	7.6%	5
I don't know	15.2%	10
<b>answered question</b>		<b>66</b>
<b>skipped question</b>		<b>9</b>

**Question 19: List some of the HR policies implemented by the organization which have been very successful.**

**Table 4.10: HR Policies Implemented by Organizations that are Considered Successful**

Answer Options	Response Percent	Response Count
Recruitment	75.0%	48
Employment Contract	87.5%	56
Orientation/Onboarding	51.6%	33
Work Hours & Leave Management	79.7%	51
Performance Evaluation	65.6%	42
Termination/Exit Management	53.1%	34
Professional Development & Career Pathing	21.9%	14
Code of Conduct	73.4%	47
Discipline	53.1%	34
Employee Relations	43.8%	28
Compensation & Benefits	64.1%	41
Workforce Planning	29.7%	19
<b>answered question</b>		<b>64</b>
<b>skipped question</b>		<b>11</b>

The above Table reveals that majority of employees view employment contract, work hours and leave management, recruitment, code of conduct and compensation & benefit in that order as being very being very successful.

**Question 20: List some of the HR policies implemented by the organization which have been less successful.**

**Table 11: HR Policies Implemented by the Organization that are less successful**

Answer Options	Response Percent	Response Count
Recruitment	20.6%	13
Employment Contract	9.5%	6
Orientation/Onboarding	41.3%	26
Work Hours & Leave Management	23.8%	15
Performance Program Management	28.6%	18
Termination/Exit Management	34.9%	22
Professional Development & Career Pathing	63.5%	40
Code of Conduct	19.0%	12
Discipline	34.9%	22
Employee Relations	41.3%	26
Compensation & Benefits	25.4%	16
Workforce Planning	41.3%	26
<b>answered question</b>		<b>63</b>
<b>skipped question</b>		<b>12</b>

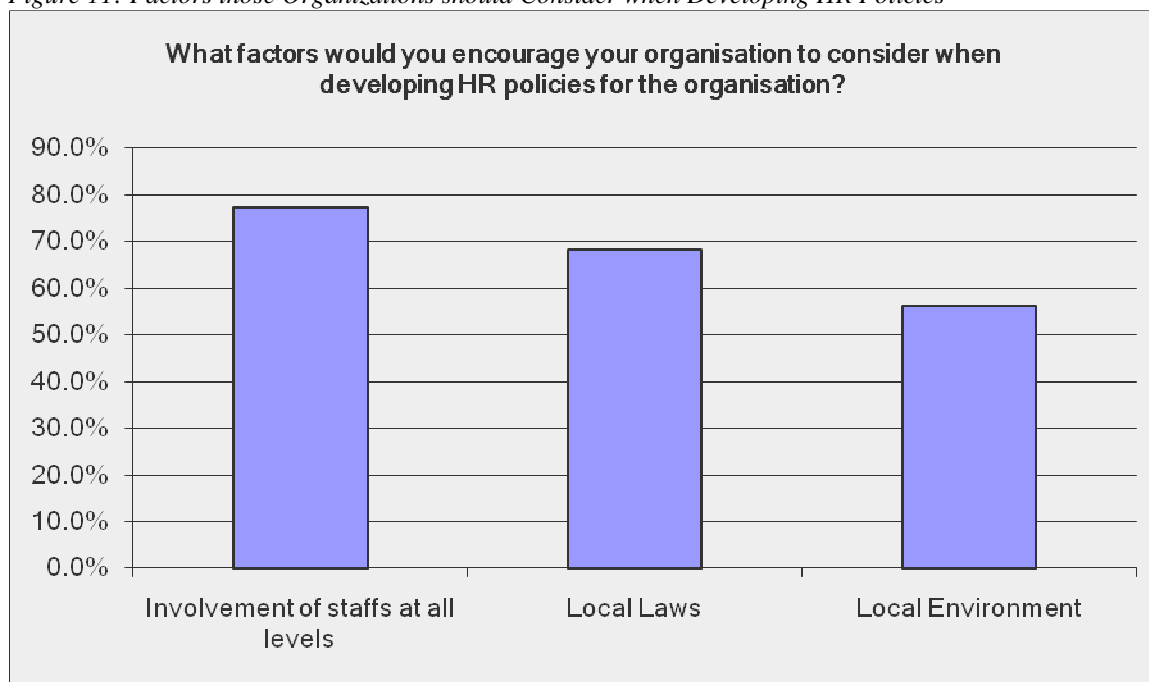
The table above show that majority of employees feel Professional Development & Career Pathing, Orientation/Onboarding, Workforce Planning, Discipline and Termination have been less successful.

This can be attributed to the general knowledge that most INGOs have specific targets, funding and timelines which are usually not enough for proper planning for meaningful career pathing, or in-depth attention to tasks which are generally considered outside the core responsibility of the organization's mandate. It could also be attributed to the fact that majority of junior staff feel policy practices such as professional development & career pathing, discipline and termination are not being applied consistently and fairly.

**Question 21: What factors would you encourage your organization to consider when developing HR policies for the organization?**

Table 4.11 below show that 77.5% (51 of 66) of respondents indicated that involvement of staffs at all levels and focusing on local laws is key to developing HR policies for the organization. There is a strong agreement by respondents that local environment should be taken in consideration as well. Makinde, T. (2005) states that it should be noted that for policies to be successful they should involve larger groups and they should allow for participatory system whereby policy makers plan with the people rather than for the people in meeting their need.

Figure 11: Factors those Organizations should Consider when Developing HR Policies



**Question 22: What are some the challenges the organization face while implementing HR policies?**

This question offered an opportunity for respondents to be able list specific challenges they felt their organizations face while implementing HR policies. Respondents therefore listed several factors that they felt their organizations faced while implementing HR Policies. From the Table below 52 listed challenges while 24 did not list any challenges.

Table 12. Number of Respondents who listed Challenges Organization Face while Implementing HR policies

Answer Options	Response Count
<i>answered question</i>	<b>51</b>
<i>skipped question</i>	<b>24</b>

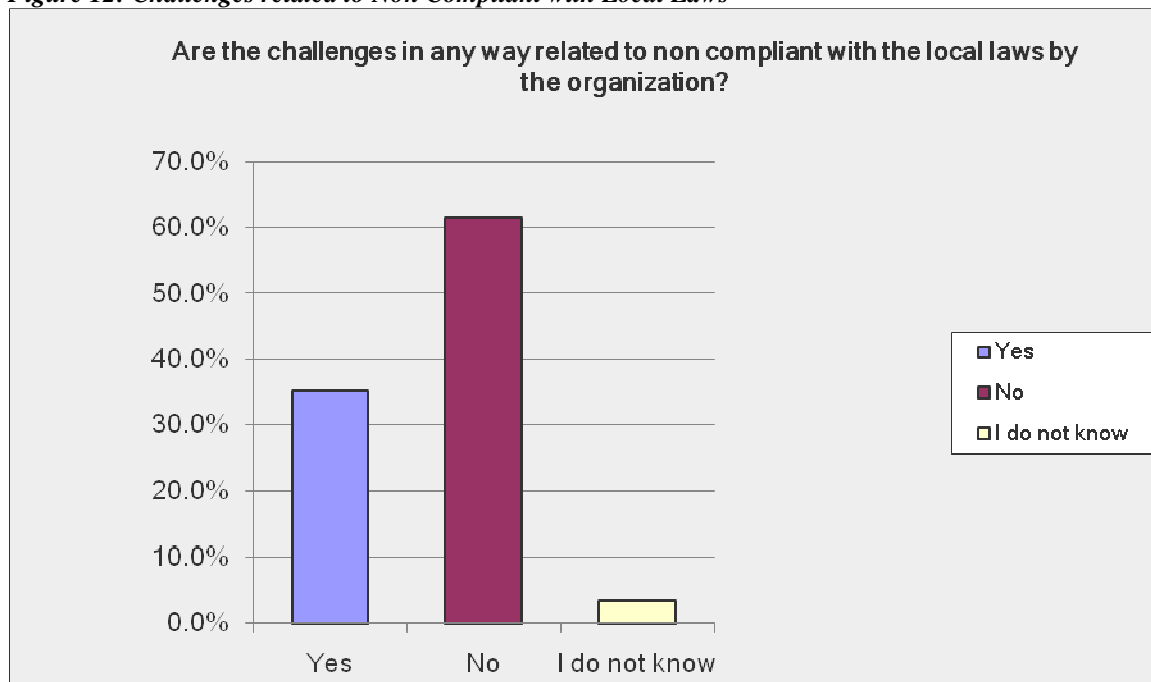
Of the 51 who responded to this question 45 indicated listed interference and over involvment of local government authorities/Ministry of labour in operations of INGOs more so when it comes to recruitment and termination of contracts of national staff. Unfavourable and unclear laws were also cited, in addition to resistance to HR policies by employees mainly national staff. It was however worth noting that majority of junior staff cited inconsistency in policy application by senior managers, specifically cited disciplinary cases and staff professional development and career pathing.

Tribalism and nepotism were equally cited with over 40 staff stating that national staff HR staff colluded with local authorities/Ministry of labour to recruit candidates who are either known or related to them. They also indicated that once the relatives or close associates are recruited, it becomes difcult to terminate their contracts since once again the collude with lcoal authorities/Ministry of labour to make it difficult for INGOs to terminate such contract agreements.

**Question 23: Are Challenges Related to non-compliant with the Local Laws by the Organizations.**

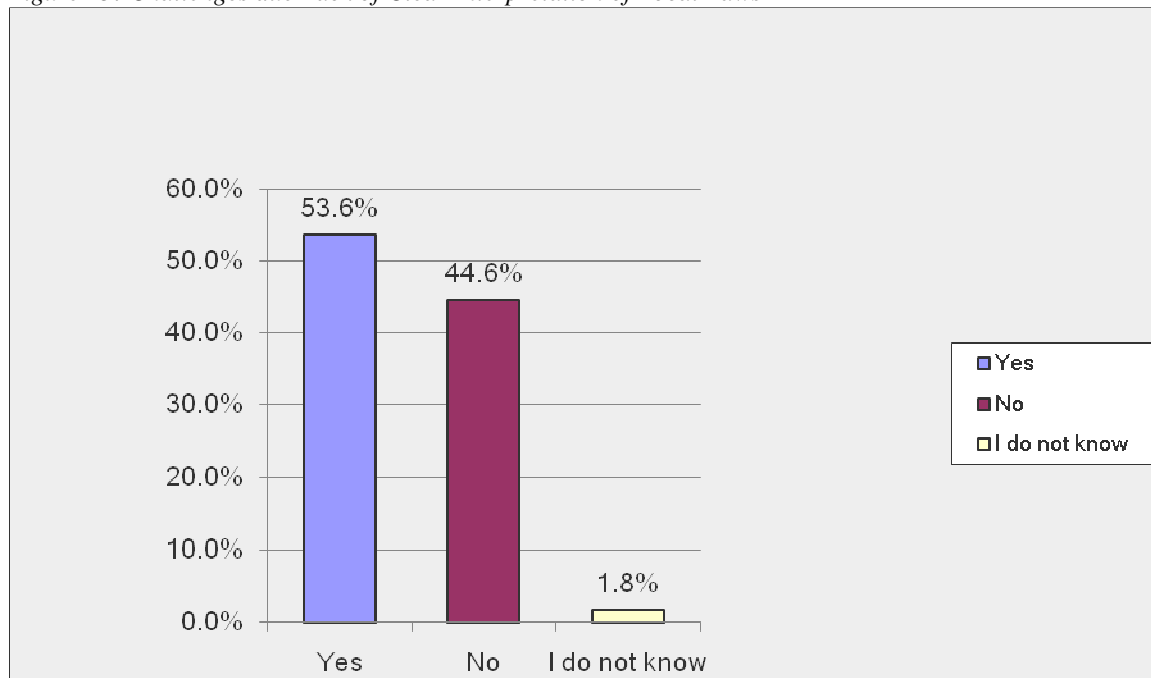
The results from the Figure below show that 61.4% (35 of 57) of the respondents indicated that challenges are not related to non compliant with the local laws while 35.1% (20 of 57) felt the challenges are related to non compliant with local laws.

**Figure 12: Challenges related to Non Compliant with Local Laws**



**Question 24: Are the challenges due to lack of clear interpretation of local laws by Local Government Authorities & Ministry of Labour officials in your duty location?**

**Figure 13: Challenges due Lack of Clear Interpretation of Local Laws**

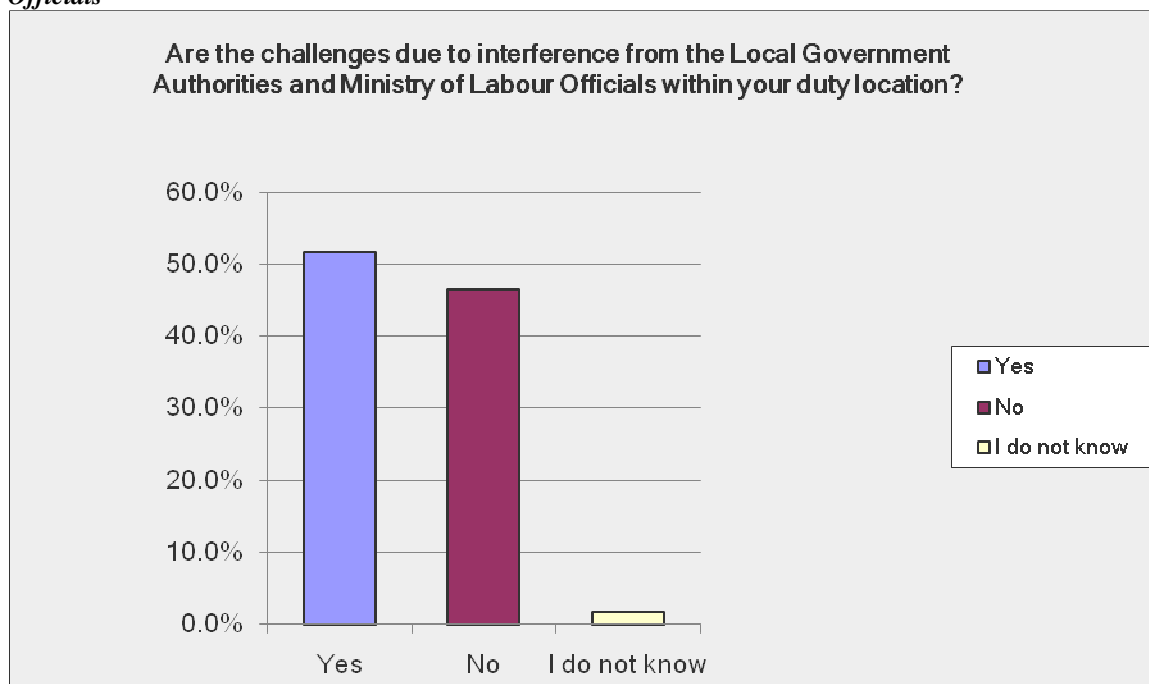


The above Figure show that 53.6% (30 of 56) of respondents felt that Local Government Authorities & Ministry of Labour officials are not able to clearly interpret local laws. It should be noted that communication is an essential ingredient for effective interpretation of policy. Through communication policies are expected to be transmitted to personnel in a clear manner and that such transmission must be accurate and consistent. Unclear information may lead to misunderstanding on the part of the implementers who may be confused as to what exactly are required of them. Such problems are common occurrence in developing nations

**Question 25 Are the challenges due to interference from the Local Government Authorities and Ministry of Labour Officials within your duty location?**

INGOs in South Sudan face different challenges when it comes to implementation of HR policies, however it is worth noting that some of the challenges are only specific to some of the states that these INGOS operate in i.e. you would find that one may be facing challenges in one State and not the other.

**Figure 14: Challenges due to Interference from the Local Government Authorities and Ministry of Labour Officials**



**Question 26: Are the challenges due to lack of understanding and inability to interpret the policies by HR staff?**

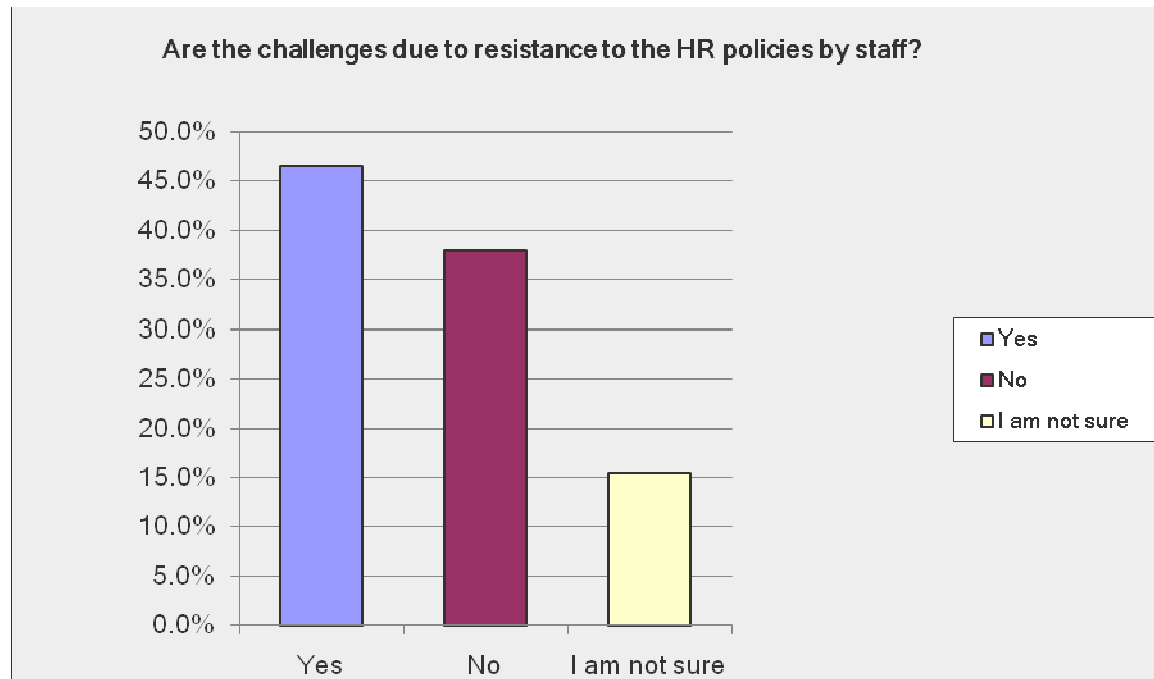
**Table 13: Challenges due to Lack of Understanding and Inability to interpret Policies by HR Staff**

Answer Options	Response Percent	Response Count
Yes	52.6%	30
No	45.6%	26
I do not know	1.8%	1
<b>answered question</b>		<b>57</b>
<b>skipped question</b>		<b>18</b>

It was indicated by 52.6% (30 of 57) of the respondents that challenges are due to lack of understanding and inability to interpret the policies by the HR staff. This should be worrying for INGOs as HR staff are the custodians of HR policies and charged with the actual implementation of HR policies.

**Question 27: Are the challenges due to resistance to the HR Policies by Staff?**

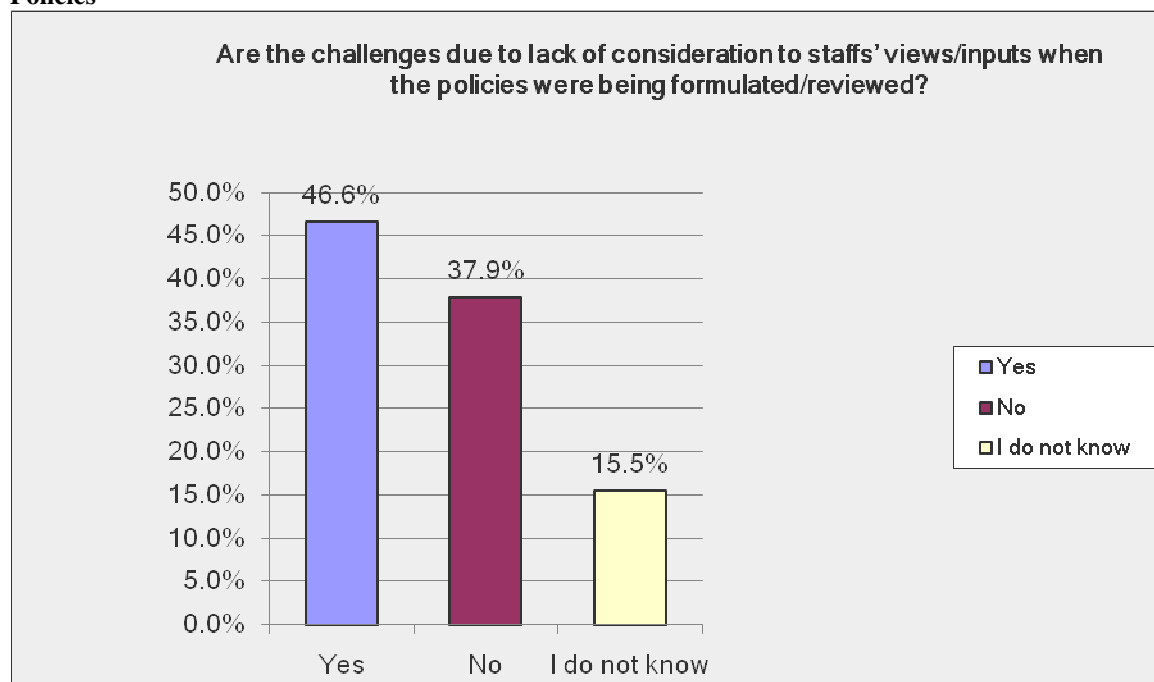
**Figure 15**



On the question whether the implementation challenges are due to resistance to the HR policies by staff the majority of respondents 46.6% (27 of 58) agree. But very close number 37.9% (22 of 58) said it is not due to resistant to the HR policies. It has been widely found in many studies that resistance to any situation is lack of education and inclusivity to the implementers and to those who the policy is meant to support. This show of resistance may therefore be due to the fact that majority of employees feel their views were never sought in during formulation or review of HR policies as also noted by the number of respondents in Figure 16 below who stated challenges are due to lack of consideration to staff’s views/inputs. This may also be due to the fact that they feel the policy practices are not the same as written policies or due to unfair and inconsistent policy applications.

**Question 28: Are the challenges due to lack of consideration to staffs’ views/inputs when the policies were being formulated/reviewed?**

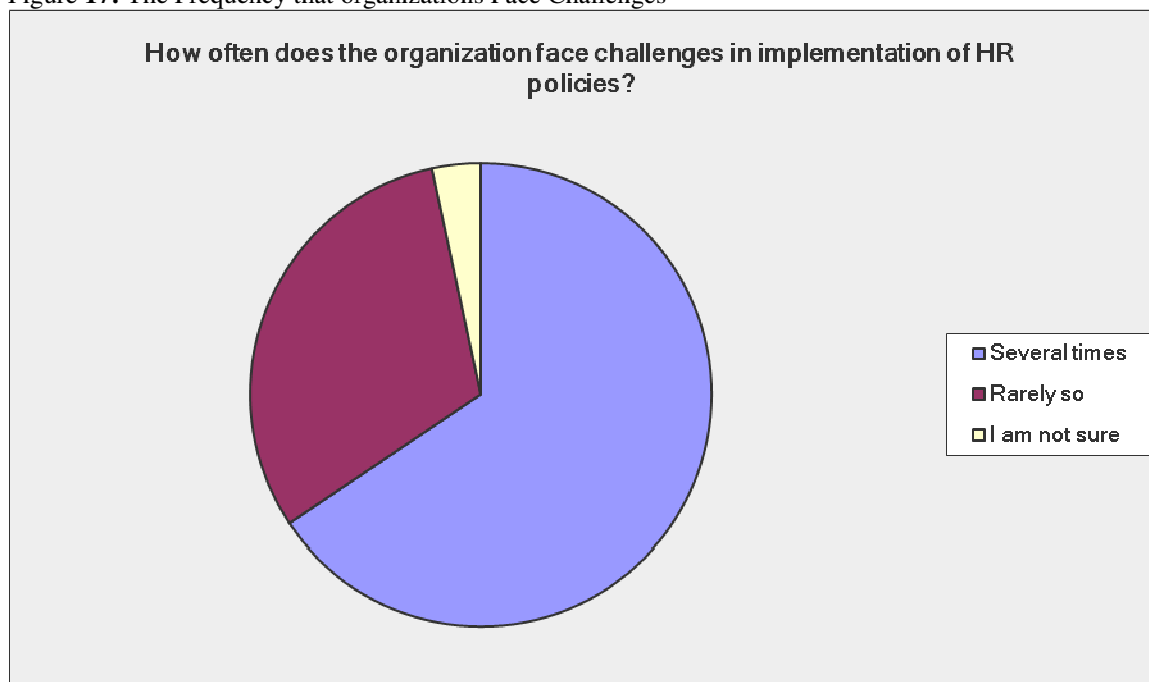
**Figure 16: Challenges Due to lack of Consideration to Staff’s Views/Inputs when Formulating/Reviewing Policies**



Source: Research Data (2013)

**Question 29: How often does the organization face challenges in implementation of HR policies?**

Figure 17: The Frequency that organizations Face Challenges



The response by 65.5% (38 of 58) thought there were implementation challenges and about half thought otherwise. There should be major concerns when the overall understanding on challenges in implementation of any policies is higher as it is in this case. Critical factors that led to this situation are communication, resources, deposition or attitudes, and bureaucratic structure (Edward III, (1980).

**Question 30: What should your organization do to address challenges in implementation of HR policies?**

This question aimed to understand what employees felt should be done address challenges their organizations face in implementation of HR policies.

**Table 14: What Organizations should do to Address Challenges in Implementation of HR policies**

Answer Options	Response Percent	Response Count
Seek staff's input & views during formulation of policies	81.0%	47
Orient new staff on HR policies	79.3%	46
Enable staff understand the importance of policies by offering refresher orientation to all staff from time to time	82.8%	48
Have effective policy roll	53.4%	31
Translate policies into local language	34.5%	20
Consider inclusion of local laws in the policies	51.7%	30
Forge good working relationship with Local Authorities & Ministry of Labour	51.7%	30
<b>answered question</b>		<b>58</b>
<b>skipped question</b>		<b>17</b>

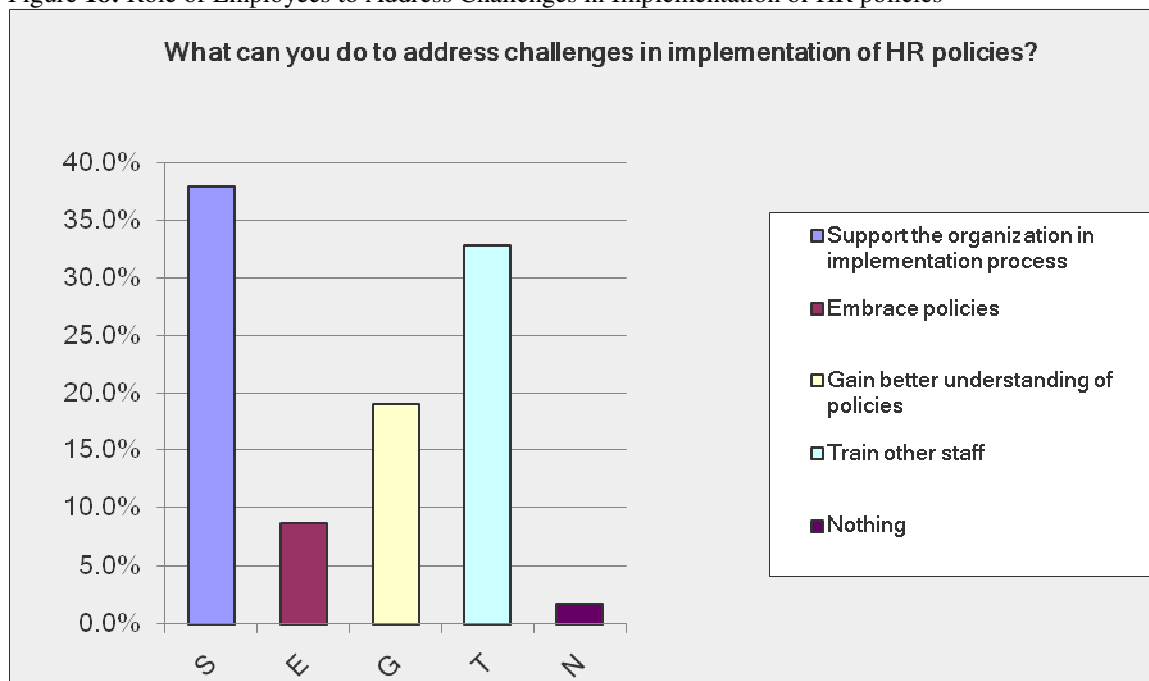
From Table 14 above, majority of the respondent 82.8% 948 of 58) pointed to the need to enable staff understand the importance of policies and equally 81% (47 of 58) were supporting the need to seek staffs input & views during formulation of policies.

Makinde, (2005) states that where implementation orders are clear, consistent and accurately transmitted the absence of adequate resources will result in implementation problem. Organizations should therefore, provide resources including both information and human resources such as staff who are well equipped to carry out trainings, orientation and actual implementation of HR policies.

**Question 31: What can you do to address challenges in implementation of HR policies?**

This question aimed to assess what role employees' play in addressing challenges in implementation of HR policies within their organizations.

Figure 18: Role of Employees to Address Challenges in Implementation of HR policies



From the Figure above it is worth noting that 37.9% (22 of 58) respondents think that organization support in the implementation process is key to overcoming implementation challenges. But 32.8% (19 of 58) feel training other staff is necessary to address challenges in implementation of policies.

**Question 32: Which HR policy practices in your view contribute most to employee relations?**

Edgar & Geare, (2005) worked on employment relationship in human resource management (HRM) focusing on employee work-related attitudes. Employee attitudes can be maximized by implementing lots of practices and also practitioners need to aware the way they implement their HRM practices (for the areas of good and safe working conditions, training and development, equal employment opportunities and recruitment and selection) towards employee attitude (organizational commitment, job satisfaction and organizational fairness). (UK Essays, 2014)

Kane & Palmer, (1995) stressed out that some strategic from human resource management approach would appear to have become an additional aspect of the more complex process of managing the employment relationship rather than a substitute for it.

Harpaz & Meshoulam, (2009) also stated that employment relations and human recourse management are entangled and in many organizations are performed by the same function or department. (UK Essays, 2014)

Table 15: HR Policy Practices that Contribute to Employee Relations

Answer Options	Response Percent	Response Count
Recruitment Process	34.5%	20
Employment Contract Management	48.3%	28
Orientation/Onboarding Process	74.1%	43
Work Hours & Leave Management	39.7%	23
Performance Program Management	70.7%	41
Termination/Exit Management	19.0%	11
Professional Development & Career Pathing	56.9%	33
Code of Conduct	46.6%	27
Discipline Management	56.9%	33
Workforce Planning	27.6%	16
<b>answered question</b>		<b>58</b>
<b>skipped question</b>		<b>17</b>

On the question: which HR policy practices in your view contribute most to employee relation. Majority who

responded to this question agreed that orientation/onboarding process 74.1% (43 of 58) and closely followed by performance program management 70.7% (41 of 58). Even though majority of employees feel orientation/onboarding policy practices contribute most to employee relations, the same policy was listed as having been most successful meaning INGOs need to ensure effective orientation and onboarding of new employees.

**Question 33: To what extent does the organization's HR policies support employee relations?**

**Table 16:** Extent to which Organization's HR Policies Support Employee Relations

Answer Options	Response Percent	Response Count
To a large extent	44.8%	26
To some extent	41.4%	24
Not at all	12.1%	7
I am not sure	1.7%	1
<b>answered question</b>		<b>58</b>
<b>skipped question</b>		<b>17</b>

From table 16 above, 44.8% (26 of 58) agree that to a large extent the organization HR policies support employee relation and closely equal number of respondents 41.4% (24 of 58) think that to some extent do organization's HR policies support employee relation while over 13.8% (8 of 58) think there is no support and/or not sure.

**5.0 CONCLUSION AND RECOMMENDATIONS**

**5.1 Conclusion**

Based on the responses given by the persons that were interviewed and the respondents who responded to the question about what challenges they felt most affected HR policy implementation, most of them felt termination of national employees was much more difficult than that of expat staff, This was due to stringent labor laws that require INGOs to follow lengthy legal processes. There were general feelings that there is a lot of interference of local authorities mainly from Ministry of Labour which is meant to support both employers and employees. In the case of South Sudan, it is felt that local authorities do not respect the very laws they are meant to protect, this however differs from one state to the other.

52% of employees do not believe that their HR staff understand and are able to effectively interpret HR policies. Most senior managers were not aware of whether or not their policies were in compliance with the law and indication that they are not concerned about whether or not the policies are compliant with the laws

**5.4 Recommendations**

People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of human resource management and strategy. Traditional sources of success such as product and process technology, protected markets, economies of scale, etc. can still provide competitive leverage but an organization's human resources are more vital for its sustainability.

The above discussion has been to highlight the summary of key findings and provide possible suggestive measures or point of views that would result in successful policy formulation and implementation:

- a) Target beneficiaries should be involved at the formulation stage in order for them to have an input in what affect their lives. This will also give them a sense of belonging and therefore a sense of commitment in actual policy implementation.
- b) There must be effective communication between the target beneficiaries and all levels of implementers of policy programmes.
- c) Provision should be put in place for adequate planning monitoring, coordination of the policy formulation and implementation.
- d) It is important for INGOs to be consistent and practice what is written with a view to mitigating against many audit queries, litigation and clashes with the government of the host country.

According to Koch and Mcgarth (1995), HR management policies can represent a significant source of competitive advantage because they allow a firm to locate and develop employees who are effective. Superior employees create superiority both in primary value activities and in support activities. According to Noe, Hollenbeck, Gerhart, and Wright , HR planning, when implemented properly, 'creates the kind of lead time necessary to ward off potential problems that might otherwise threaten the company's competitive position.' According to these authors 'HR planning is perhaps the most critical aspect' when looking to HR policies as



means of gaining a competitive advantage.

This research suggests that the way in which an organization's HRs is managed has a 'perceptible and significant relationship to the productivity of its employees. Planning for HR policies must be done with total involvement and engagement of the persons to whom those policies will directly affect.

In addition, organizations need to do the following in order to ensure successful implementation of HR policies

- Seek staff's views/inputs during formulation and review of policies
- Effectively orient new staff on HR policies
- Have effective rollout of policies that provides room for staff to be able to seek clarity on policies being introduced or the ones that have been formulated
- Offer specific refresher orientation to all staff with a view to enabling staff understand the importance of HR policies and as such willingly embrace HR policies and procedures
- Forge a good working relationship with Local Authorities & Ministry of Labour in order to better understand what roles and responsibilities each parties are expected to play in as far as HR policy implementations are concerned. Carry out more in-depth orientation to junior staff using simplified translated policy handbooks
- Ensure consistency and fairness are applied in actual implementation of HR policies.

Given that 43.9% felt that HR Policy Custodians are not well versed with HR policies, Apart from equipping HR policy custodians with proper knowledge of the policies, INGOs should conduct trainings that stress the need for the custodians to be firm when administering the policies. The training should cascade to the senior managers and international staff where emphasis should be laid on the need to observe policies by allowing policy custodians to guide them. Also stress the advantages and the savings that this compliance will bring to the organizations in terms of time and money saved from court cases. It will also help to sustain a professional image of the INGOs by avoiding notoriety of negative public image especially in the media. It is also recommended that the HR Lead of the INGOs be well equipped with the full knowledge and command of the country's labor laws.

INGOs should have HR policies, procedures and practices which, though dependent on the laws of the land, should be the same or better. A lot of controversy will be avoided if the INGOs do not engage in practices that are less than those offered by the host government

Also, in order to address challenges in implementation of HR policies, those charged with policy formulation should first ensure the policies are correct and are complying with those of the host government. Quite often, CEOs of INGOs import HR policies from their countries of origin, forgetting or ignoring the fact that any discrepancies would be sorted using the laws of the host government, including those serious offences which would warrant the court's intervention.

Finally INGOs need to identify the key human resource areas where strategies can be implemented and in the long run improve the overall employee motivation and productivity. INGOs will through effective strategic human resource management, identify their specific areas of weaknesses and strengths in as far as implementation of HR policies are concerned. This can be done by doing a SWOT analysis with a view to determining what strategic measures and/or steps the organization can put in place to enhance its future overall implementation of HR policies.

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**APPENDIX A**  
**Correlation Analysis**

**Table 4. 3: Correlation Matrix for HR Policies and Practice**

	oriented on hr policy	hr policy practices consistent and fair	hr policy practices same as written hr policies	hr policy custodian well versed with the written hr policy	hr policy implemented less successful in the organization	policy that contributes most to employee relations
oriented on hr policy	1	.464(**)	.735(**)	.468(**)	.063	.360(**)
hr policy practices consistent and fair		1	.341(**)	.217	.393(**)	.341(**)
hr policy practices same as written hr policies			1	-.065	.023	.370(**)
hr policy custodian well versed with the written hr policy				1	-.075	-.065
hr policy implemented less successful in the organization					1	.587(**)
policy that contributes most to employee relations						1

\*\* Correlation at 0.01(2-tailed):...

*Note.* n = 75; Pearson correlation, 2-tailed. The table is symmetrical along the diagonal. The values below the diagonal are excluded because they are mirror images of the values above the diagonal, with the diagonal as the mirror line. Asterisks \* and \*\* indicate significant correlations at .05 and .01 respectively

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