Global Scientific JOURNALS

ASSESSING EMPLOYEE MORALE IN THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) ZAMBIA COUNTRY OFFICE: A PRAGMATIC APPROACH

* Brian Musonda, Graduate School of Business, MBA (General).
Dr David Foya, foyad1965@gmail.com Department of Business Management,
 National University of Science and Technology,

ABSTRACT

The study was undertaken to assess employee morale at the United Nations Development Programme (UNDP) Zambia Country Office. The specific objectives were to examine the factors influencing employee morale at UNDP Zambia Country office, to assess the levels of employee morale at UNDP Zambia country office, and to establish the strategies of improving employee morale at UNDP Zambia Country office. The research methods for this study were a mixed methods research based on a pragmatic approach. The findings of the study showed that 70.97% of respondents indicated that the levels of employee morale at UNDP Zambia country office were low and that factors attributed to this were excellent performance not recognized, unclear job description, poor conflict management, low engagement between employees and supervisors, lack of clear instructions from supervisors. Similarly, the findings of the study showed that 16.13% of respondents indicated that the levels of morale at UNDP Zambia country office were high and the factors attributed to this were friendly working environment, networking, and flexible working arrangement. The implication of the study to UNDP Zambia country office is that there is an indication of low levels of employee morale which affects a significant number of employees. Therefore, the researchers recommended the organisation should implement mechanisms of identifying high performing employees and reward their performance and ensuring that job descriptions are clear so that the performance of the employees can be assessed fairly, promote transparently.

Key words: *United Nations Development Programme (UNDP) Zambia Country office, Employee, Morale, Levels.*

1.0 Background of the Study

Employees are a very important asset in an organization. They are associated with organizational aspects and functionalities and provide meaning to its performances by achieving organizational objectives and goals (Rukshani and enthilnathan, 2015). Therefore, it is critical that a high level of employee morale is maintained in the organisation. Employee morale determines the behaviour either positively or negatively in an organization. Morale is the most important Psychological state of mind of a person in an organisation and is directly related to employee motivation level and satisfaction in their job (Kandhakumar and Balasingh, 2016). Morale ultimately reflects in the performance of the employee in the organisation. Employees who are satisfied with their job and have a positive attitude at work are said to have high employee morale while on the other hand, employees who are dissatisfied and show negative attitudes at work are said to have low employee morale.

A study by Tiwari (2014), revealed that the most important factors contributing to employee morale are relationship with the fellow workers, team spirit in direct work environment, working condition of workplace, leaves and holidays provided, management and employees are allowed to talk freely. A 65% average mean score and percentage score was observed in this study. Upadhyay and Gupta (2012) conclude that communication plays a major role in increasing the satisfaction of an employee. Satisfied employees are reported to have high morale. However, morale can be very low, yet employees work hard in order to keep their customers loyal to the organisation (Bhasin, 2018).

The research study was based on a reaction to the concerns that were frequently raised in staff meetings and staff retreat reports on the levels of employee morale at UNDP Zambia Country Office. The research was necessitated to provide practical solutions that would assist management in the formulation of guidelines to strengthen the mechanisms of improving employee morale.

Chandran and Einsiedel (2016) noted that the United Nations to which UNDP Zambia Country Office as an agency belongs suffers from a crisis of employee morale. Many employees who enter the organisation enthusiastically in their late twenties or early thirties of age end up being disillusioned after serving the organisation for a decade or so leading them to exploring alternative career paths. This is due to the failure by the organisation to offer a competitive working environment.

1.2 Statement of the problem

UNDP Zambia Country Office has been faced with the issue of low employee morale. Evidence points to attitude towards satisfaction and dissatisfaction within the workplace. Issues attributed to this are supervisory relationships, career development, conflict management and leadership (UNDP staff survey report, 2016). The mechanisms that have so far been implemented by the organisation have yet to have any significant effect on the turnout as these issues has continued to be raised during the staff association meetings (staff association minutes, 2018). This research paper attempts to look at this issues.

1.3 Aim of the study

The aim of this research paper is to a**ssessing Employee Morale in the United Nations**

Development Programme (UNDP) Zambia Country office: A pragmatic approach

The objectives that assist to deal with these issues are to:

- identify the factors influencing employee morale at UNDP Zambia Country office.
- assess the levels of employee morale at UNDP Zambia country office.
- examine the strategies of improving employee morale at UNDP Zambia Country office.

Research Questions

The research papers' questions are as follows:
- What are the factors that influence employee morale at UNDP Zambia Country office?
- What are the levels of employee morale at UNDP Zambia Country Office?
- How can employee morale be improved at UNDP Zambia Country Office?

2.0 Literature Review

2.1 Factor influencing the levels of employee morale

Several studies have determined different factors that influence employee morale. Workplace environment has an influence on employee morale, productivity, and engagement either positively or negatively. Motivation and subsequent job satisfaction are mainly influenced by the quality of the employee's workplace environments (Leblebici, 2012). There are three aspects of workplace environment that influence employee morale. These are human, technical, and organisational environment. The human environment consists of various aspects relating to human behaviour and its influence on employee morale. It has long been said that employees are an organisation's greatest resource (Coursey & McCrarey, 2005). An organisation's success depends on its employees. Regardless of job description, no job overcomes an employee's lack of interest and motivation is the key driving force for human resources (Grobler *et al.*, 2011). Royer (2009) posits that for the employee to perform any job it is required that specific knowledge, skills, and ability must be included in the organization job descriptions so that the

applicants know the type of job they are going to faced. The main aspects relating to human behaviour includes affective commitment, job security, leadership, and training.

Employee's behaviour is affected by the physical environment of the workplace (Leblebici, 2012). Leblebici posits that improvements in the physical design of a workplace could improve productivity. Vischer (2007) stated that the physical environment in which people works affects their job performance and job satisfaction. Increasingly, the organisation's physical layout is designed around maximising productivity and satisfaction. To achieve high levels of employee productivity, management must ensure that the physical environment is conducive to the organisational needs of facilitating interactions and privacy, formality and informality, functionality and cross-disciplinarily. Increasingly, researchers found out that employee health is related to psychical conditions at work such as ergonomic furniture, indoor air quality and lighting (Vischer, 2007). Similarly, work-life balance has an influence on employee morale. Babin (2015) posits that long work hours and highly stressful jobs affect employee's ability to harmonize work and family life. Work life conflict has been associated with numerous physical and mental health implications.

The relationship of employees with the organisation is central to an employee's workday. It is important to note that conflict is an unavoidable occurrence in the workplace, and it is vital that the appropriate policies and procedures are put in place to mediate the potential conflict situation. There are many aspects of the organisational environment that are important which include the work itself, the organisational culture, career advancement opportunities, reward and recognition and turnover. When evaluating job satisfaction, the work itself is by far the best predictor of job satisfaction. The organisation has an influence on employee's attitude towards the job. According to Landgon (1999), setting objectives is important in communicating the organisation's expectations in terms of performance to employees. This argument was reinforced by Xavier (2002) who stated that clarifying expectations and the roles and responsibilities of employees through clear communications and feedback could improve the manager and employee effectiveness. Additionally, people who saw the connection between their personal goals and the larger goals of the organisation had a greater impact on the achievement of those goals than people who did not see such connection (Mills, 2002).

Effective leadership styles and skills enhanced job satisfaction and promotes staff retention in organisations. Thus, employees' retention and performance in an organisation could be achieved when management adopts appropriate leadership and managerial styles and align business strategies to employee motivation and morale (Kleinman, 2013). A study by Schuler (2004) noted that employees who experience low morale in the work environment blame the leadership or their immediate supervisor. Different studies indicate various factors that lead to low employee morale. Psychometrics Canada (2010) a study conducted on leadership in the Canadian workplace revealed that poor leadership had negative effects on employee morale. The study identified some of the leadership skills that were critical in enhancing employee morale such as good communication and the ability to deal with change in the organisation, the ability to manage people, the ability to set goals and solve problems. Poor leadership qualities especially of the immediate supervisors has significant impact on morale (Schuler, 2004). Robbins (2003) in his studies focused on higher education and posits that poor leadership were primary causes of low employee morale.

Foya (2019), argues that there is an inverse relationship between educational level and employee morale. The higher the level of education of an employee, the lower the job satisfaction because the employee compares their own attainments with those of others.

Employees also tend to be dissatisfied with their job the higher they think they should be to their current position. The International Labour Organisation (2020) reported that only limited progress has been made in terms of women's full and effective participation and equal opportunities for leadership positions in the world of work over the past 10 years. The report further shows that the share of women in managerial positions is particularly low in occupations that are traditionally dominated by men. However, the public sector seems to provide more management opportunities for women than the private sector.

Ewton (2007) stated that morale is regarded to be the fuel that drives an organisation forward or the fuel that feeds the fires of employee discontent and poor performance. Employee morale is associated with absenteeism, which was reported to cost huge amounts of money for large businesses in the United States in direct payroll costs, and even more when lower productivity, lost revenue and other effects of low morale were considered. According to Neely (1999) whose research explored the relationship between employee morale and productivity as well as possible measures that a supervisor can take to improve employee morale, the findings indicated that there is a pattern that links the productivity of employees with their level of morale.

However, Millet (2010) states that there were six reasons to why employee morale is important to an organisation. These were increased quality of work, improved productivity, improved performance and creativity, reduced number of leave days, higher attention to detail and safe workplace. A study by Millett (2010) listed six reasons why high staff morale was important. Organisations that incorporated these six concepts displayed a higher staff morale culture and noticed improved productivity, improved performance and creativity, reduced number of days taken for leave, higher attention to detail, a safer workplace, and an increased quality of work. Babin (2015) posits that long work hours and highly stressful jobs affect employee's ability to harmonize work and family life. Work life conflict has been associated with numerous physical and mental health implications.

In addition to that, Mazin (2010) posits that agencies with higher employee morale had more staff who arrived to work on time, communicated better, wasted less time on gossip, had higher rates of recruitment and retention, and are more creative. De Klerk (2010) posits that network development should be included in management training courses and on-the-job training to assist employees in understanding and developing their own networks and other people network. Moreover, Fard, Ghatari and Hasiri (2010) noted that employees who worked for an organisation with high employee morale developed higher rates of job satisfaction, creativeness and innovation, job honourability such as respect for their own job, commitment to the organisation, eagerness to satisfy group objectives instead of individual objectives and they desired to improve the organisation's performance.

Robbins (2003) advocate the removal of demotivators and creating new motivating strategies that could help address the issue of low employ morale in an organisation. The culture of an organisational influence employee morale and productivity. These negative factors include poor leadership, poor accountability, lack of career development and succession planning, too many silos, and departmental infighting (Stevens, 2009). White and White (2009) agree with these findings and further indicated that the leadership culture of command and control weighed heavily against employee morale. This was further supported by the studies conducted by Senge (1990) and Lezzotte (2006) who posits that poor leadership culture led to high performing employees leaving the organisation.

Where employees do not trust management, and an organisation characterised by poor interpersonal relations, and inflexible working conditions could also contribute to low employee morale (Dye and Garman, 2006). Low employee morale could also be caused by departmental layoffs or closures, labour negotiations with adverse outcomes towards employees and contract disputes, high employee turnover rates, changes in leadership, and unclear expectations and unclear corporate direction (Workforce Performance Solutions, 2006). Nophaket (2010) and Clemmer (2011) noted that employees with low morale are less likely to make improvements to work processes and cannot do their best when they are fearful and frustrated, and when they feel as though there is little or no respect between themselves and their supervisors.

Organisations that offer good remuneration better than the market have been seen to record increased rates of employees' job satisfaction, lower employees' turnover rates, productive employees, and good employees 'relations (Armstrong,2008). In Africa, employees' remuneration has been ranked as major challenge affecting the performance of public sector organisations. Most public sector organisations have been found to poorly remunerate employees and this has impacted negatively on the level of employee's job satisfaction, employee's relations, and productivity (Hedwiga, 2011). Poor remuneration systems lead to declined employee's morale which negatively affects the overall performance of many public sector organisations (Ologunde, Asaolu and Elumilad, 2011). Findings from a study by Johnson (2010) revealed that majority of the employees in public sector organisations in Uganda, Kenya and Tanzania were not satisfied with their salaries and this lowered their work morale and productivity which in turn led to declined organisation performance. Where remuneration systems are attractive, an organization tend to save cost on recruitment due to low retention rate, improved employer employee relations, employees are very committed with their work which enables an organization to achieve its objectives.Long work hours and highly stressful jobs not only hamper employees" ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Work life conflict has been associated with numerous physical and mental health implications.

2.2 Strategies of improving morale

Several strategies have been suggested on improving employee morale. Even though employee morale may be thought of as a group phenomenon, it remains an individual matter. Therefore, to improve the morale of the group, the morale of everyone in the group must first be improved (Fink, 2011). Chandrasekar (2011) stated that there are factors that if they are implemented successfully could improve employee morale. These factors are Goal setting, performance feedback, role congruity, defined processes, supervisor support, work environment, mentoring and opportunity to apply their skills.

Servant leadership might be the answer to boost employee morale. According to Spears (2004), a servant leader is someone who placed priority on the needs of their employees. The focus of a servant leader is to enable people to achieve goals and expectations. This style of leadership inspires employees to be more motivated and proactive in their daily activities.

Dye and Garman (2006) noted that employee morale may be improved by fostering openness, increasing accessibility and authenticity and role modelling. Accessibility and fostering openness relate to the approachability and availability in an organisation's workforce (Dye & Garman, 2006). They further pointed out the importance of genuine and credible interactions between employees. Authenticity could form faith and trust between employee and create situations where they might find role models to emulate thereby leading to higher employee morale.

Psychometrics Canada (2010) mentioned that the most effective employee morale boosting behaviours that managers could use include: talking less and listening more, give clear expectations, more informal interaction with employees, assign tasks to employees based on skills rather than office politics and allow employees to make certain decisions.

A study by Lloyd (2003) demonstrated the importance of consistent monitoring of morale climate among the organisation's employees to confirm the status of employee morale. An employee morale survey conducted by Lloyd (2003) of the Memphis Fire Department employees reviewed that poor communication and disciplinary practices were the reasons for the drop in employee morale while recognition and appreciation of employees were two main reasons that indicated high morale. Nyakundi et al (2012) posits that the aim of employee recognition is to allow individuals to know and understand that their work is valued and appreciated, provides a sense of ownership and belongingness, improves morale, enhances loyalty and increases employee retention rate in the organization.

METHODOLOGY

Research Design and Methodology

This study employed a mixed methods research based on a pragmatic approach and was informed by the philosophy of pragmatic ontology, pragmatic epistemology, and pragmatic methodology.

The rationale behind the pragmatic research philosophy were the research questions, where the use of either quantitative or qualitative approaches does not completely address the research problem, whilst a combination of approaches does (Creswell & Plano Clark, 2011). The pragmatic approach emphasises that multiple realities exist in any given condition and hence the researcher's choice of the paradigm is dependent on the research question the study is trying to solve (Saunders *et al*., 2009).

Target population

The target population of the research were employees of the United Nations Development Programme Zambia Country Office because the focus of the study was to establish strategies that could help strengthen the mechanism of employee morale at UNDP Zambia Country Office. The target population was made up of 44 employees consisting of managers, supervisors, and supervisees and excluded those that participated in the pilot study.

Sampling

The population consisted of a small number of employees and therefore the entire population of employees was sampled to enable full participation of employees (Etikan, Musa and Alkassim, 2016). Those employees that participated in the pilot test were not eligible to participate in the study.

Sampling Techniques

Total population sampling was employed in this research study. The reason for choosing this technique was because of the small population size of the organisation. Etikan, Musa and Alkassim (2016) posit that leaving out certain cases from the sampling would make the sampling incomplete. Therefore, according to Etikan, Musa and Alkassim, the best sampling method to use is total population sampling. Total population sampling is a technique where the entire population that meet the criteria are included in the research being conducted. Total

population sampling is more commonly used where the number of cases being investigated is relatively small (Etikan, Musa and Alkassim, 2016).

Sample Size

The sample size considered for this study were 40 employees out of the population of 44 employees. The other 4 employees participated in the pilot test and hence were not eligible to participate in the study. The entire sample size of 40 employees was considered because of the small size of the population. (Etikan, Musa and Alkassim, 2016).

Sample frame

The sample frame consisted of managers, supervisors and supervisees as shown in Table 1 below:

Table 1 Sample Frame

Sampling unit	Sample Size	Data Collection Method
Supervisors	7	Questionnaires and In-depth interview
Supervisees	30	Questionnaires and In-depth interview
Managers	3	Questionnaires and In-depth interview
Total	**40**	

Sample frame Source: Researcher's Own Findings

Research Instruments

Two types of data collection methods were used to conduct this research. These were primary and secondary data. Data was required for this research to understand the issue of employee morale in UNDP Zambia Country Office. To obtain first-hand information a questionnaire, interviews, and observation were used. According to Hox and Boeije (2005), primary data is data collected for the specific research problem by using procedures that best fit the research problem. Therefore, for this research the methods used for primary data collection were a questionnaire, interviews, and observation.

Questionnaire

A questionnaire was used to obtain employees' views on employee morale. Due to its flexibility and ability to give respondents time and maintain anonymity a survey monkey was used to distribute the questionnaire. The study utilised the information gathered from in-depth interviews with managers and literature review to construct the questionnaire.

Interviews

The research utilised semi-structured interview to collect data which were non-standardised, and these are frequently used in qualitative analysis. The interviewer does not do the research to test a specific hypothesis. The researchers had a list of key issues and questions to be covered. In this type of interview, the order of the questions can be changed depending on the direction of the interview. Secondary data was used to obtain relevant information about employee morale as well as to gain wider understanding on the subject matter. The secondary data constituted mainly textbooks, magazines, newspapers, journals, office intranet, Internet amongst others.

4.0 Results

Out of the sample size of 40 participants, 31 respondents to the questionnaires. The discussions section focuses on interpreting, explaining the findings and the trends observed from the results.
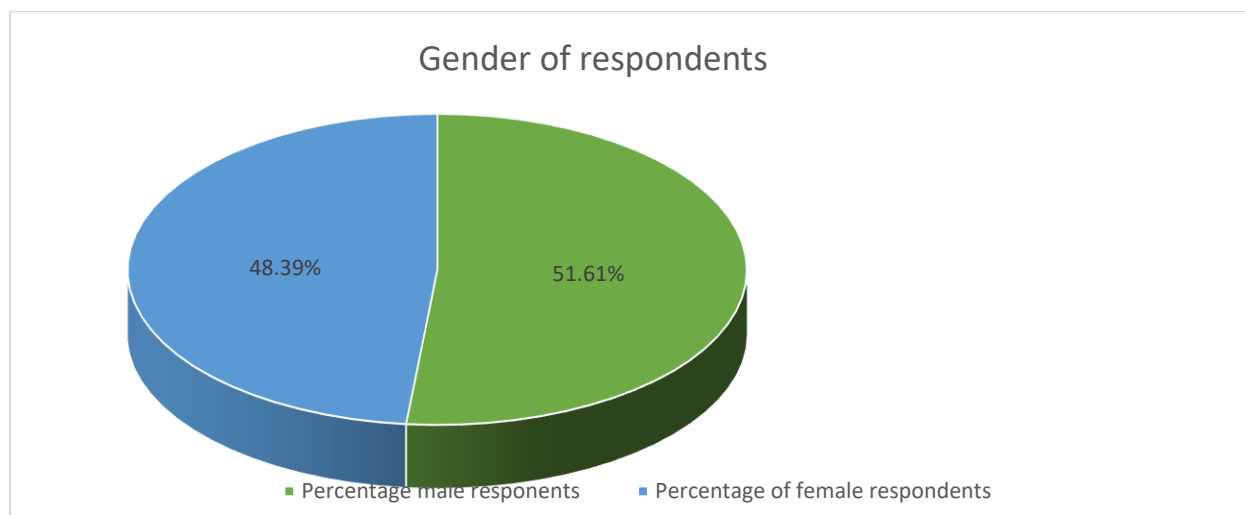
Figure 1 Gender of respondents

The results in figure 2 above shows that 51.61% (16) of the respondents were male while 48.39% (15) were female. However, when compared with other demographic factors the results in table 2 below show that there were more respondents for both male and female above the age of 41 years. The results further show that both male and female respondents have higher level of education with most of the respondents having either a degree or masters. Despite having similarities in the composition of male and female between departments, the results show that there were more male supervisors 9.68% compared to females 6.45%. Most of the respondents had served for more than 6 years in the organisation.

Table 2 Gender on age, education, department, position, and years served

		Male		Female	
		No#	%	No#	%
Age	Between 20 & 30	0	0.00%	1	3.23%
	Between 31 & 40	7	22.58%	6	19.35%
	Between 41 & 50	6	19.35%	5	16.13%
	Between 51 & 60	3	9.68%	3	9.68%
	Over 61	0	0.00%	0	0.00%
Education	Certificate	3	9.67%	1	3.23%
	Diploma	1	3.23%	3	9.68%
	Degree	4	12.90%	3	9.68%
	Masters	7	22.58%	8	25.81%
	PHD	0	0.00%	0	0.00%
	Professional Certificate	1	3.23%	0	0.00%
Department	Operations	8	25.81%	8	25.81%
	Programme	8	25.81%	7	22.58%
Position	Supervisor	3	9.67%	2	6.45%
	Supervisee	13	41.94%	13	41.94%
Years of Service	Less than 1-year	1	3.23%	1	3.23%
	1 to 5 years	5	16.13%	5	16.13%
	6 to 10 years	6	19.35%	4	12.90%
	11 years or more	4	12.90%	5	16.13%

Factors influencing low levels of employee morale

The results in figure 3 below shows that 70.97% (22) of respondents indicated that the levels of employee morale are low. Out of these, 32.26% (10) were male while 38.71% (12) were female.
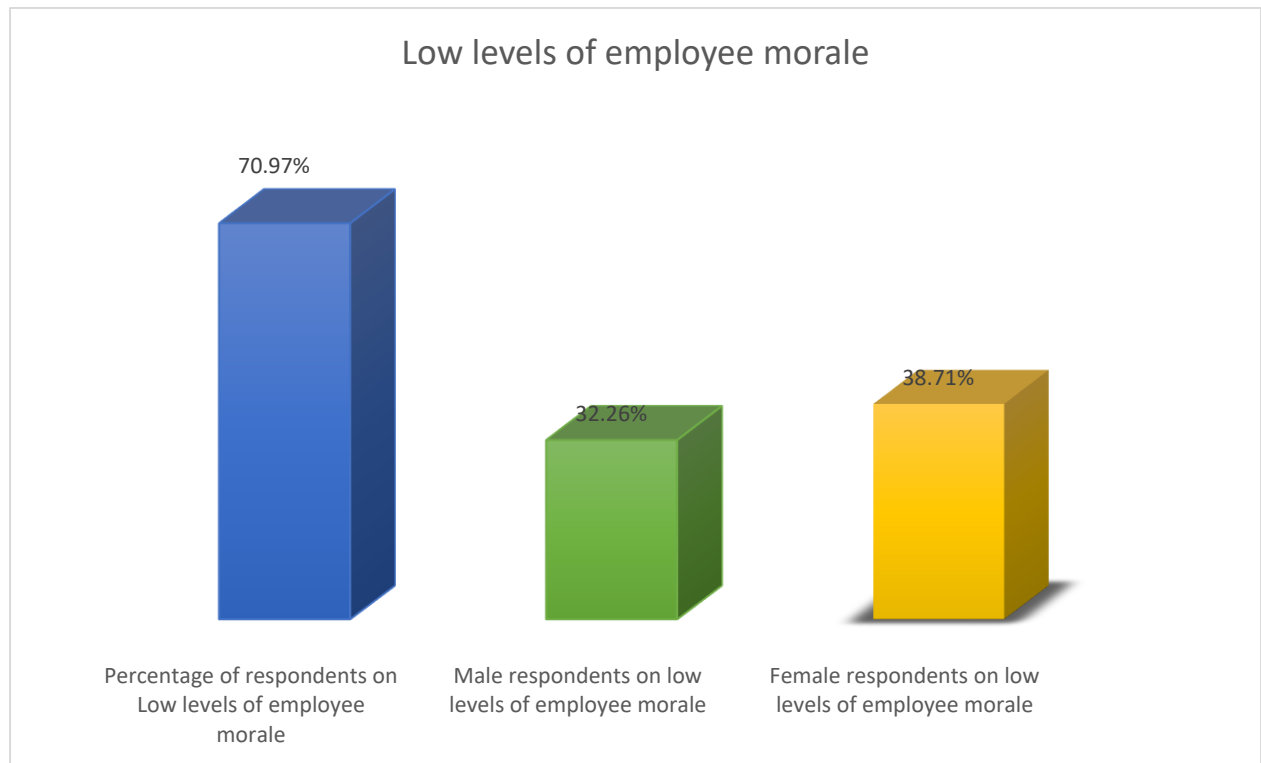

Figure 2 Low levels of employee morale

The factors attributed to low levels of employee morale as shown in figure 4 below were excellent performance not recognized, unclear job description, poor conflict management, low engagement between employees and supervisors, lack of clear instructions from supervisors, pressure to meet deadlines, lack of work life balance and poor remuneration.
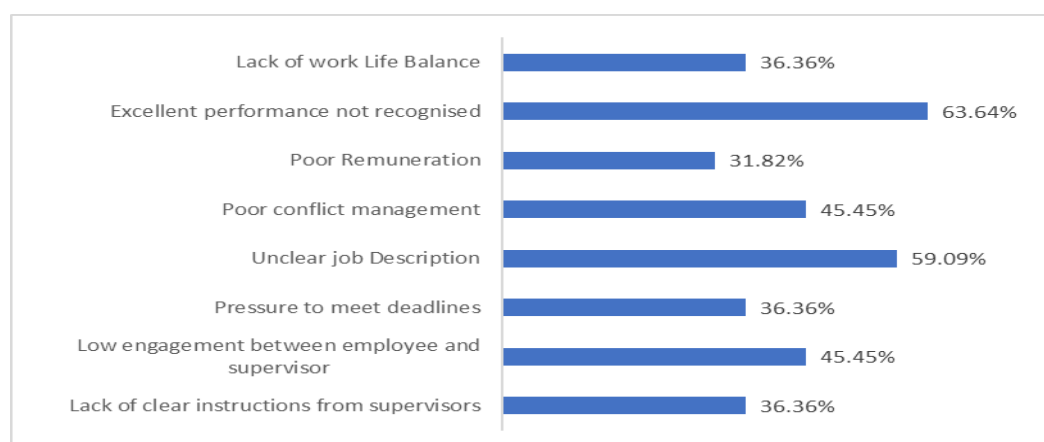

Figure 3 factors influencing low levels of employee morale

The results in figure 4 above shows that the topmost factor attributed to low levels of employee morale was excellent performance not recognized with 63.64% (20) respondents, followed by

unclear job description 59.09% (18), poor conflict management and low engagement between employee and supervisor at 45.45% (14), lack of work life balance, pressure to meet deadlines and lack of clear instructions from supervisors at 36.36% (11) while poor remuneration was at 31.82% (10) of respondents.

During the face-to-face interview the respondent interviewed on the low levels of employee morale justified thus:

"Despite the remuneration being favorably competitive locally, it is frustrating that my effort and contribution in achieving the organisation objectives are not recognized." (UNDP Female Staff, 2018)

Factors influencing high levels of employee morale
The results in figure 5 below shows that 16.13% (5) of respondents indicated that the level of employee morale is high. Out of these, 6.45% (2) were male while 9.68% (3) were female.

Figure 4 high levels of employee morale

The factors attributed to high levels of employee morale were friendly working environment, networking and flexible working arrangement as shown in figure 6 below. Of those that indicated high level of employee morale, 60.00% (3) attributed high levels of employee morale to friendly working environment while 20% (1) to flexible working arrangement and the other 20% (1) to networking.
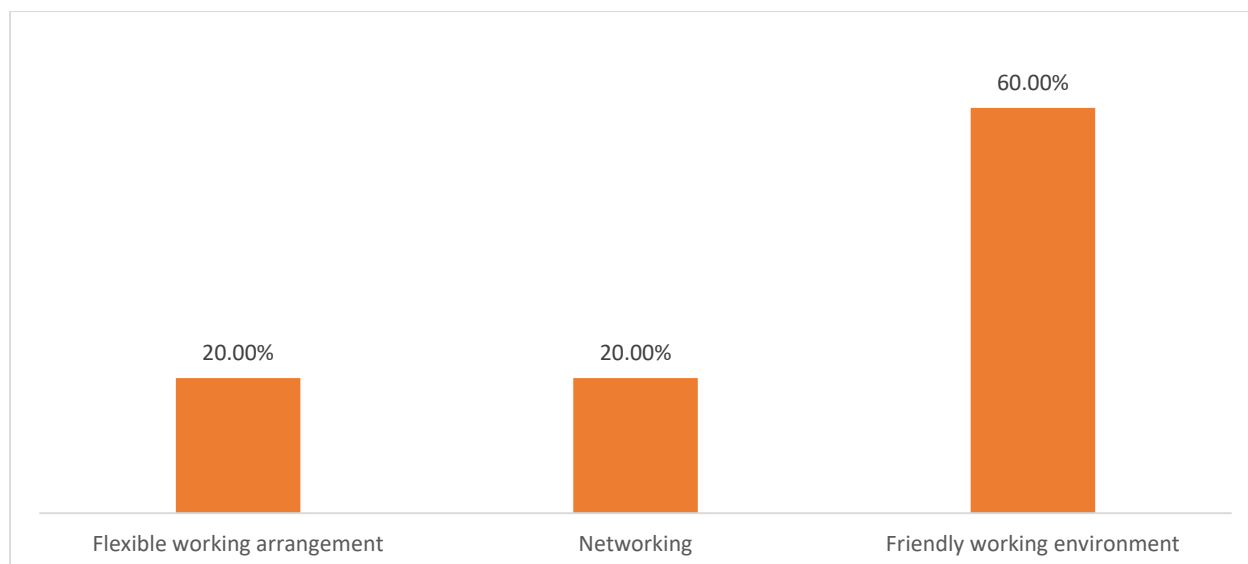
Figure 5 factors influencing high levels of employee morale

During face-to-face interview the factor on friendly working environment was referred to by the employee who justified thus:

"The organisation through my team has provided me with the opportunity to perform my duties by creating a friendly working environment." (UNDP Female Staff, 2018).

Respondents that did not indicate the levels of employee morale
The results in figure 7 below shows that 12.90% (4) of respondents opted not to indicate the levels of employee morale of which the entire respondents were male.
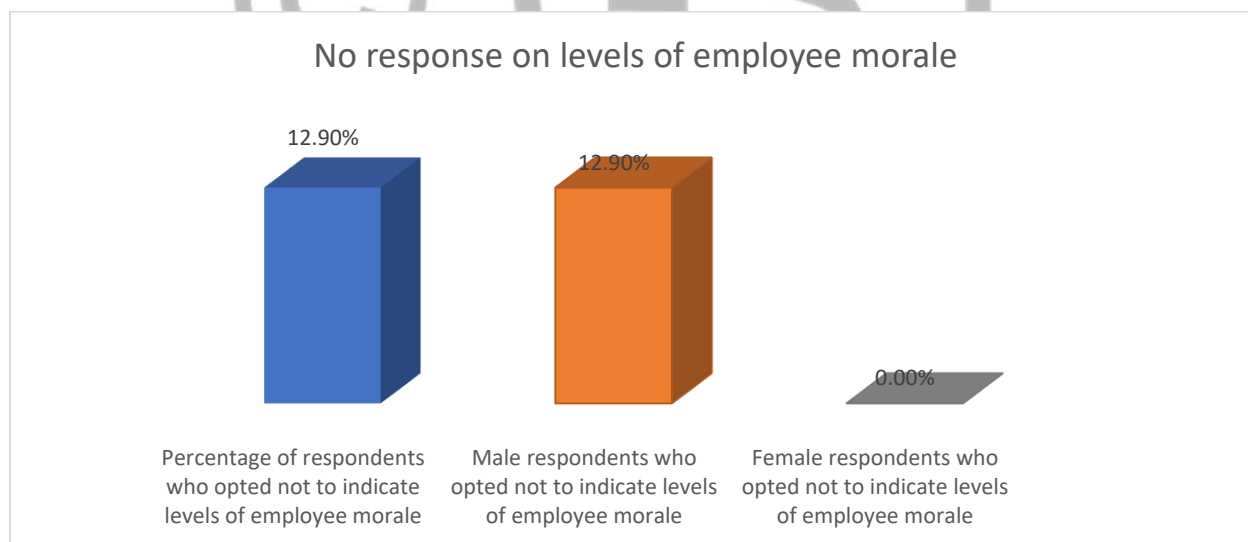

Figure 6 No response on levels of employee morale

Discussion
The study revealed that employee morale is influenced by several factors which could lead to either high or low levels of morale. The results shows that the topmost factor influencing low employee morale is excellent performance not recognized. In their study, Nyakundi et al (2012) equally noted that employee recognition improves morale as it allows individuals to know and understand that their work is valued and appreciated.

The results revealed that more women experience low levels of morale compared to men. When compared to the level of education, both male and female respondents had similar education in terms of degrees and masters which is a prerequisite for promotion to supervisory or management positions. However, more men than female ends up in supervisory positions despite the years of experience in the organisation supporting women. This is further supported by the international labour organisation (2020) which reported that only limited progress has been made in terms of women's full and effective participation and equal opportunities for leadership positions in the world of work over the past 10 years.

Similarly, the results revealed that job descriptions influence low levels of employee morale. The study showed that poor job description may lead to low morale. Poor job description could lead employees into becoming confused, frustrated, and demoralized. Royer (2009) equally noted that for the employee to perform any job it is required that specific knowledge, skills, and ability must be included in the organization job descriptions so that the applicants know the type of job they are going to face. Therefore, the researcher is of the view that unclear job description could lead to dissatisfaction and hence low employee morale. Employees might perceive those managers are shifting work to them unfairly, further contributing to decreased morale. A key benefit of job descriptions is that they reduce role ambiguity and the effects of overlapping responsibilities in the workplace.

These results further revealed that poor conflict management was among the top factors that influence low levels of employee morale. It was revealed that conflict is an unavoidable occurrence in the workplace, and it is vital that the appropriate policies and procedures are put in place to mediate the potential conflict situation. Clear practices and procedures should be established to create and sustain a harmonious environment. The researcher is of the view that effective conflict management is key in preventing low employee morale. Many benefits such as ability to control one's behaviour in conflict situations, enhancing of interpersonal communication skills, reduction of suspensions, prevention of violence, reduction of detentions and improving the ability to respect the different perspectives or opinions of individuals at workplace are achieved because of conflict management programs. It is, therefore, important to manage conflict rather than avoiding it.

The results further revealed that poor remuneration influences low levels of employee morale. Despite this factor being ranked the least in the study, in Africa employee remuneration has been ranked as a major challenge affecting public sector organisation. Armstrong (2008) stated that organisations that offer good remuneration better than the market have been seen to record increased rates of employees' job satisfaction and good employees' relations. Poor remuneration systems lead to declined employee's morale which negatively affects the overall performance of many public sector organisations.

Further, the study revealed that lack of work life balance influence low levels of employee morale. Work life conflict has been associated with numerous physical and mental health implications. The study affirms that when people spend too many hours at work, and spend less with their families, their health and work performances begin to deteriorate. The study further revealed that the factors that influence high employee morale was more with women compared to men. The study that revealed that friendly working environment is a key factor that influences high employee morale. Therefore, the researchers are of the view that organisation must ensure the working environment is conducive to allow for positive behaviour that supports the organisation in achieving its objectives. The study further revealed that networking is key factor that influence high morale.

5.0 Conclusion

From the finding of this study the researcher can conclude that there are low levels of morale at UNDP Zambia country office which affects a significant number of employees as compared to those indicated that their morale is high. The low levels of morale are higher in female than in male. The topmost factor affecting the low levels of employee morale is excellent performance not recognized. Despite remuneration affecting most public organisation it is however not very significant in UNDP Zambia country office. The researcher is of the view that if these levels of employee morale are not addressed the organisation could suffer long term impact on its performance. Further it can be concluded that friendly working environment contributes to high levels of morale. However, this only affects a small number of employees in UNDP Zambia country office.

References

Armstrong, M. (2008*). Strategic Human Resource Management:* A Guide to Action 4th ed. Kogan Page Publishers.

Dhas, B. (2015). A report on the importance of work-life balance. *International Journal of Applied Engineering Research*, *10*(9), 21659-21665.

Bhasin, H. (2018). Employee satisfaction and morale among the skilled workforce of steel manufacturing plant. *Journal of Organisation & Human Behaviour*, *7*(4).

Leblebici, D. (2012). Impact of workplace quality on employee's productivity: case study of a bank in Turkey. *Journal of Business Economics and Finance*, *1*(1), 38-49.

Chandran, R. and Einsiedel, S. V. (2016). issues with the UN human resources system and what the new Secretary-General could prioritize. Retrieved from https://cpr.unu.edu/publications/articles/new-ideas-for-a-new-secretary-general-fixing-the-uns-human-resources-system.html

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations, *International Journal of Enterprise Computing and Business System,* 1(1).

Chaudhry, Sabir,Rafi, and Kalyar (2011) Job security has a strong relationship with employees' motivation and job satisfaction

Coursey, D. H., & McCreary, S. M. (2005). Using technology in the workplace. *Handbook of human resource management in government*, 189.

Clemmer, J. (2011). *Morale problem? Look in the Mirror.* Retrieved from http://www.sooperarticles.com/business-articles/management-articles/morale-problem-look-mirror-700941.html

David, M. and Sutton C.D. (2004). *Social Research the Basics.* London: SAGE Publications.

De Klerk, S. (2010). The importance of networking as a management skill. *South African journal of business management*, *41*(1), 37-49.

Dye CF, Garman AN (2006). Exceptional leadership: 16 critical competencies for health care executives. Health Admin. Press. Chicago.

Ewton, Z. (2007). Sustaining employee morale: Keeping the peace or burning down the house. Retrieved from http://www.associatedcontent.com.

Fard, H.D., Ghatari, A.R. and Hasiri, A. (2010). Employees morale in public sector: Is organisational trust an important factor. *European Journal of Scientific Research*, *46*(3), 378-390.

Foya, D. (2022) An assessment of the Impact of Workplace Violence perpetrated by Customers in the Financial Sector: A case of selected Financial institutions in Harare Region, International Journal of Research in Education, Humanities and Commerce Volume 3 Issue 2 pages 194-215

Fink, N. (2011). The high cost of low morale. *The leading Edge Journal*. Retrieved from http://www.roberts.edu/Academics/AcademicDivisions/BusinessManagement/msl/Community/Journal/TheHighCostofLowMorale.htm.

Gray, D.E. (2004). *Doing Research in the Real World.* London: SAGE Publications.

Grobler, P.A. Wärnich, S. Carrell, M.R. Elbert, N.F. & Hatfield, R.D. 2011. *Human resource management in South Africa*. United Kingdom: Cengage Learning EMEA

Hedwiga, A. (2011). Employees Relations and Motivation. *Journal of Management*, Vol. 12 (14).

Hox JJ and Boeije HR (2005) Data collection, primary vs. secondary. In: Kempf-Leonard K (ed.) Encyclopedia of Social Measurement. Atlanta, GA: Elsevier Science, 593–599.

International labour organisation. 2020. *Women in managerial and leadership positions in the G20* Retrieved from https://www.ilo.org › publication › wcms_762098

Johnson,E. (2010). Career-focused employee transfer processes. *Career Development International*, 10(4), 293-309.

Keashly, L., & Nowell, B. L. (2002). Conflict, conflict resolution and bullying. In *Bullying and emotional abuse in the workplace* (pp. 357-376). CRC Press.

Kandhakumar, P., & Balasingh, J. I. (2016). Conceptual frame works on employee morale and satisfaction in workplace. In *International Conference on" Innovative Management Practices* (Vol. 1, No. 1, pp. 312-318).

Kleinman, C. (2013). The Relationship Between Managerial Leadership Behaviours and Staff Nurse Retention. Retrieved from http//www.businessollusn.edu/leadership /lead 9310

Langdon, D. (1999). Objectives? Get over them. *Training and Development*, *53*(2), 54-59.

Lezzotte LW (2006). Dear colleague letter. Effective Schools Research Abstracts.

Lloyd, H. B. (2003). *Morale matters.*Memphis Fire Department. Memphis, TN Retrieved from *www.usfa.fema.gov/pdf/efop/efo36355.pdf*.Mazin, R. (2010). The effects of high morale on employee performance. Retrieved from http://www.ehow.com.

Mills, C. (2002). Performance management under the microscope. *Singapore: SHRI*.

Millet, T (2010). Six reasons why staff morale is important. Retrieved from http://EzineArticles.com

Neely, G.H. (1999). *The relationship between employee morale and employee productivity*. National Fire Academy.

Nophaket, C. (2010). How does low employee morale affect an organisation, and what can a communicator do to overcome it. *Communication world March* – April 2010. Retrieved from http://connection.ebscohost.com/c/opinions/48609139/how-does-low-employee-morale-affect-organization-what-can-communicator-do-overcome-it.

Nyakundi, W. K., Karanja, K., Charles, M., & Bisobori, W.N. (2012). Enhancing the role of employee recognition towards improving performance: A survey of Keyatta National hospital Kenya. *International Journal of Arts and Commerce,* 1 (7).

Ologunde,A., Asaolu,R.& Elumilad,E. (2011). Performance Appraisal Satisfaction and Employee Outcome.

Psychometrics Canada (2010). Feuding and failure vs. Performance and innovation. Retrieved from http://www.psychometrics.com/docs/leadership.pdf

Rukshani, K. and Senthilnathan, S. (2015). A review on the relationship variables to employee morale and organisational trust. *International Journal of Innovative Research and Practices*, *1*(10), 8-15.

Robbins NR (2003). Ideas for Invigorating morale in higher education. CUPA-HR J. 54(2): 19-21.

Royer, (2009). Job Descriptions and Job Analyses in Practice: How Research and Application Differ. PhD Thesis, DePaul University, Chicago.

Staff association (2018). United Nations Development Programme Staff Association Report. Retrieved from UNDP Data base.

Schuler AD (2004). Turning around low morale. Retrieved from www.schulersolutions.com

Senge P (1990). The fifth discipline. Currency Doubleday. New York.

Spears, L. (2004). Practicing servant-leadership. *Leader to Leader*

Stevens D (2009). The five causes of low employee morale—and how to avoid them. Retrieved from http://www.humanresourcesiq.com

Stuart, M. (2011). *The National Skills Development Handbook 2010/11*. South Africa: Rainbow

Tiwari, U. (2014). A Study on employee Morale and its Impact on Employee Efficiency at Jaypee Cement Plant Rewa (MP). *Abhinav International Monthly Journal of Reseach in Management and Technology*, *13*(11).

United Nations Development Programme (2016). United Nations Development Programme Staff Survey Report. Retrieved from UNDP Data base.

Upadhyay, D., & Gupta, A. (2012). Morale, welfare measures, job satisfaction: The key mantras for gaining competitive edge. *International Journal of Physical and Social Sciences*, *2*(7), 80-94.

Vischer, J.C. (2007). The effects of the physical environment on job performance: Towards a theoretical model of workplace stress. Stress and Health,23, 175–84.

White B, White K (2009). Employee morale: Not brain surgery. Retrieved from http://www.dfw-r.com

Xavier, S. (2002). Clear communications and feedback can improve manager and employee effectiveness. *Employment Relations Today*, *29*(2), 33-41.