

2024 State of Human Resource Management Practice in Zambia Survey Report

CONTENTS

Preface	i
Contributors	ii
List Of Figures	iii
List Of Acronyms	iv
1.0 Introduction	1
2.0 Methodology	2
3.0 Presentation Of Findings	3
3.1 Respondent Demographics And Professional Background	3
3.2 Membership Affiliation And Employment Status	4
3.3 HR Departmental Roles And Perceptions	5
3.4 HR Challenges And Strategic Focus Areas	7
3.5 Digital Transformation And Hr Technology	8
3.6 Employee Satisfaction And Retention Strategies	9
3.7 Compensation, Salary Structure, And Influencing Factors	10
4.0 Conclusions	12
APPENDIX - Actual Responses By Respondents	13

PREFACE



As we embark on the exploration of the status of Human Resource Management (HRM) in Zambia for the year 2024, it is essential to recognize the fundamental role that effective HR practice plays in the development and sustainability of organizations within this dynamic economy. The landscape of HRM in Zambia has undergone significant transformation, influenced by both local and global trends. This research paper aims to provide a comprehensive analysis of the current state of HRM practices in Zambia, highlighting key trends, challenges, opportunities, and emerging trends that shape the world of work. In 2024, several trends have shaped HRM in Zambia. These include the increasing adoption of technology in recruitment and employee management, the emphasis on diversity and inclusion within the workplace, and the growing importance of employee wellness. As organizations adapt to these trends, they must also consider local cultural contexts and regulatory frameworks that govern employment practices. As organizations strive to enhance productivity and competitiveness, understanding the nuances of HRM becomes paramount.

This paper delves into various aspects of HRM including recruitment strategies, employee engagement, training and development initiatives, performance management systems, and compliance with labor laws. Despite the progress made in HRM practices, professionals in Zambia face significant challenges. These include high turnover rates, skills mismatches between graduates and job market demands, and limited access to training resources. This research paper will address these issues by analyzing data from various sectors and providing insights into potential solutions that can enhance HR effectiveness.

The future of HRM in Zambia is filled with opportunities for innovation and improvement. By embracing best practices from around the globe while tailoring them to fit local needs, Zambian organizations can create more resilient workforces. In conclusion, as we present this research paper on the state of Human Resource Management in Zambia for 2024, we invite readers to engage with the findings critically. We hope that this work will serve as a foundational resource for future studies and practical applications within the field of HRM in Zambia.

KELVIN SHAMIZINGA
PRESIDENT (ZIHRM)



Zambia Institute of Human Resource Management

CONTRIBUTORS

Lead Researcher

Wandera Zahura

MBA- General, BBA (Hons) HRM, Adv. Dip. BA, Fellow- ZIHRM, Full Member - IoDZ, Full Member- ABE

GS Cash Advance Limited

wazadyeri@yahoo.com

Quality Assurance

Penzi Shikabi, MPA, BA

Department of Government & Management Studies, University of Zambia

Research Coordinator

Buumba Mirriam Mudenda–Mwila

MBA (Fin.), BBA, PG.Dip Human Capital Management, Dip Human Capital Management (CPD), Associate Member -ZIHRM

Zambia Institute of Human Resource Management

Research Data Analyst

Mwenda Dimba, MD, Student Member of ZIHRM

GS Cash Advance Limited

LIST OF FIGURES

Figure 1: Respondents Years of Work Experience	3
Figure 2: ZIHRM Affiliation Status	4
Figure 3: Industries Respondents work in	4
Figure 4: Respondents Perceptions of HR	5
Figure 5: Respondents Roles	5
Figure 6: Respondents' Responsibilities	6
Figure 7: Major HR Challenges	7
Figure 8: Employee Development Strategies Used	8
Figure 9: Use of Digital Transformation in HR	8
Figure 10: HR Professional Perceptions of their Jobs	9
Figure 11: Levels of satisfaction with Compensation	10
Figure 12: Factors Driving Salary Adjustments	11
Figure 13: Satisfaction with Benefits and Incentives	11



LIST OF ACRONYMS

HRM – Human Resource Management

HR – Human Resources

ZIHRM – Zambia Institute of Human Resource Management

DEI – Diversity, Equity, and Inclusion

NGO – Non-Governmental Organization

IT – Information Technology

HRBP – Human Resource Business Partner

CPD – Continuous Professional Development

CEO – Chief Executive Officer

KPI – Key Performance Indicator

HRIS – Human Resource Information System

L&D – Learning and Development

SOP – Standard Operating Procedure

ERP – Enterprise Resource Planning

TNA – Training Needs Analysis

1.0 INTRODUCTION

Human Resource Management (HRM) is essential to the performance, growth and sustainability of organisations across all sectors. As the driving force behind talent acquisition, development and retention, HRM significantly influences not only organisational success but also national economic development. In Zambia, where the labour market and economic conditions are constantly evolving, effective HRM plays a crucial role in shaping workforce dynamics and contributing to national productivity and competitiveness. A well-functioning Human Resources (HR) sector impacts the overall economic development by aligning talent to industry needs, promoting innovation and fostering a culture of continuous improvement.

However, for HR to thrive and contribute effectively to both organisational and national development, it requires the support of sound policies, robust frameworks and data-driven decision-making processes. HR professionals need access to timely and accurate information to make informed decisions on recruitment, employee engagement, employee development and compensation as well as retention strategies. Furthermore, clear national policies, alongside ongoing research and data collection, are vital to ensuring that HR practices align with the broader goals of economic development, labour market stability and competitiveness.

Recognizing these needs, this survey was conducted across 18 key industries in Zambia to generate comprehensive data that can inform HR practices. The aim was to benchmark current HR practices across the Zambian landscape, identifying key trends, challenges and opportunities that shape HRM in the country, with the objective of addressing a wide range of HR issues, including workforce management, recruitment, compensation, work-life balance, employee engagement and retention strategies. By providing these insights, the survey contributes to the growing body of knowledge on HRM in Zambia and serves as a valuable resource for HR practitioners, business leaders, and policymakers, aiding in the formulation of strategies that promote organisational excellence and national development.



2.0 METHODOLOGY

A total of 647 HR practitioners participated in this survey, out of which 400 complete and usable responses were selected for analysis. The respondents were selected from an estimated population of approximately 4,000 HR professionals across 18 diverse industries in Zambia. The estimated population figure was derived from the *Zambian Human Capital Magazine* Vol. 8, Issue 9 (2024), a registered quarterly publication of the Zambia Institute of Human Resource Management (ZIHRM). This publication, in April 2024, recorded approximately 3,450 ZIHRM members and the total sample size was adjusted to account for additional practising HR professionals who may not have been captured in the magazine for various reasons.

The survey employed a simple random sampling approach, ensuring that each HR practitioner within the defined population had an equal chance of selection. This sampling method reduced bias, improved the representativeness of the findings and allowed for generalizable insights.

Data was collected using a structured online questionnaire designed to gather quantitative data on HR practices. The questionnaire consisted of closed-ended, multiple-choice questions to maintain consistency and uniformity in responses, facilitating quantitative analysis. The survey tool was refined through pilot testing with a small sample of HR professionals to ensure clarity and accuracy. Pre-tested, validated questions were used, adhering to survey methodology best practices to enhance the reliability of the measures.

The questionnaire was disseminated through various online platforms to maximise reach and engagement among HR professionals. These channels included direct email invitations, the Zambia Institute of Human Resource Management (ZIHRM) Facebook page, the ZIHRM GlueApp, HR-focused WhatsApp groups and LinkedIn profiles of a few prominent HR professionals. Universities offering Continuous Professional Development Programs in Human Resource Management as well as invitations through phone calls were also used, broadening access to ensure that a diverse range of HR practitioners participated.

Looking at the fact that HR practices may vary based on business cycles or industry specific demands, a prolonged collection period of five (5) months, from May 2024 to September 2024, mitigated this risk and ensured that the data captured did not address a temporary fluctuation but addressed sentiments that were sustained over a reasonable period - thereby improving data reliability and the generalizability of insights.

Ethical standards were rigorously adhered to throughout the survey process. All participants were provided with an explanation of the purpose of the study, data confidentiality measures and their right to withdraw at any time without consequence. No identifying information was collected, ensuring complete anonymity and compliance with data protection regulations.

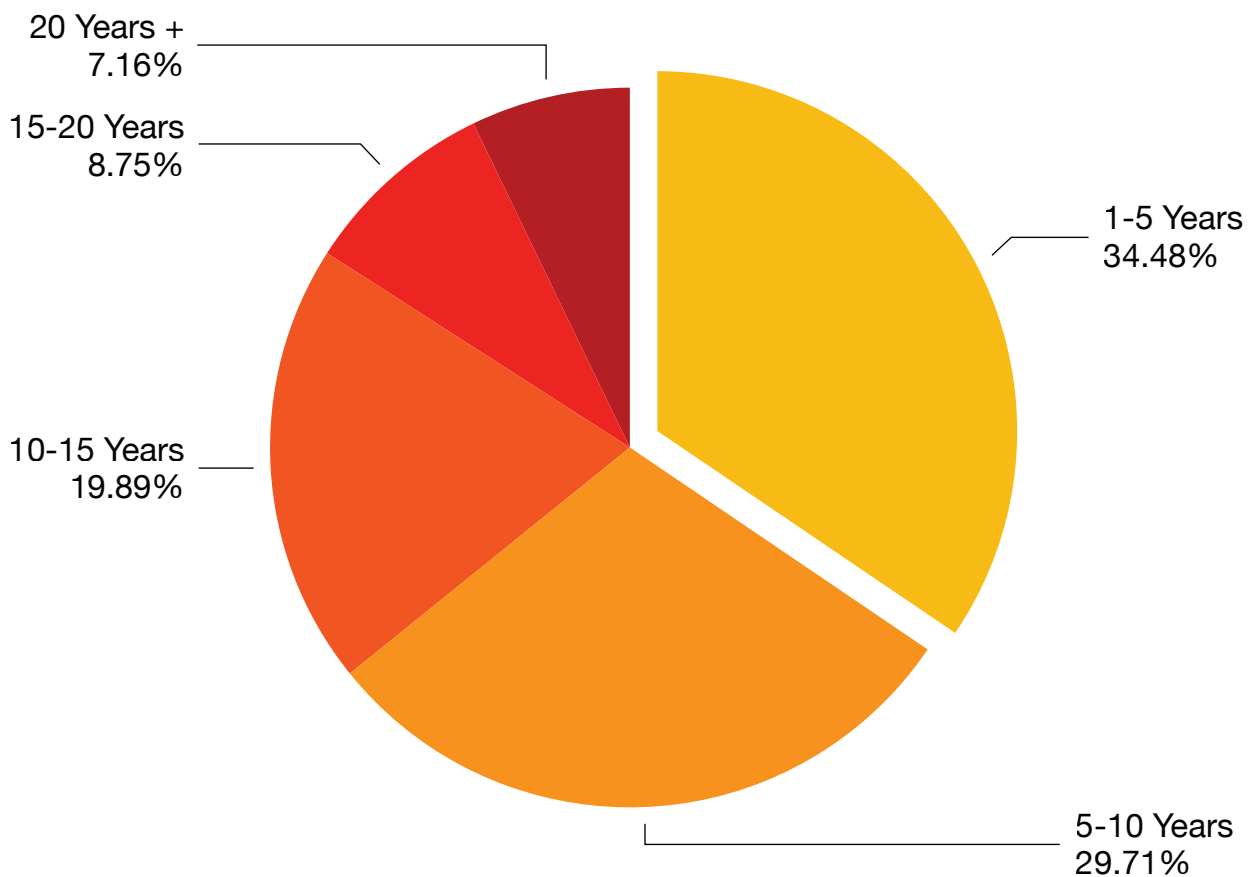


3.0 PRESENTATION OF FINDINGS

3.1 Respondent Demographics and Professional Background

More than half of the respondents surveyed, 50.25%, held a bachelor's degree, 36% possessed a master's degree, 12.75% held diplomas, 0.75% were certificate holders and minimal 0.25% were doctorate holders. In terms of work experience, 32.5% of the respondents indicated that they had worked in the HR field for 1-5 years, 28% held 5-10 years of work experience, 18.75% had 10-15 years. On the other hand, 8.25% had 15-20 years of work experience, 6.75% had 20 years or more of work experience and 5.75% indicated having under a year of HR experience. This distribution reflects a mix of early-career to seasoned HR professionals, with many participants holding mid-level experience as shown in figure 1 below.

Figure 1: Respondents Years of Work Experience



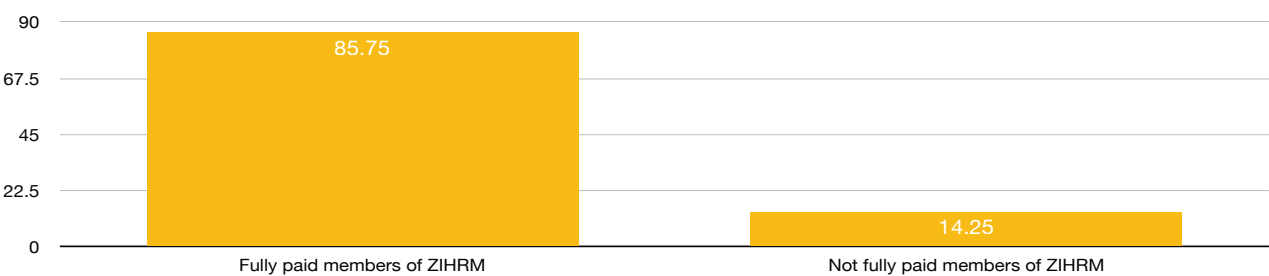
Source : Survey Data

Roles held by respondents were primarily senior-level, with 30.3% occupying positions as Senior HR Managers, HR Business Partners or Heads of HR. HR Officers or Coordinators represented 29.8% of respondents, while 12.88 % were Mid-Level HR Generalists. HR Assistants represented 11.11% and 6.31% were Mid-Level HR Specialists. Executive-Level HR Directors made up 9.6% of respondents, underscoring the presence of senior management roles.

3.2 Membership Affiliation and Employment Status

When asked about their affiliation status, 85.75% of respondents said they were fully paid members of the Zambia Institute of Human Resource Management (ZIHRM), indicating strong professional engagement while 14.25% indicated that they were not fully paid members. Figure 2 below illustrates this fact.

Figure 2: ZIHRM Affiliation Status

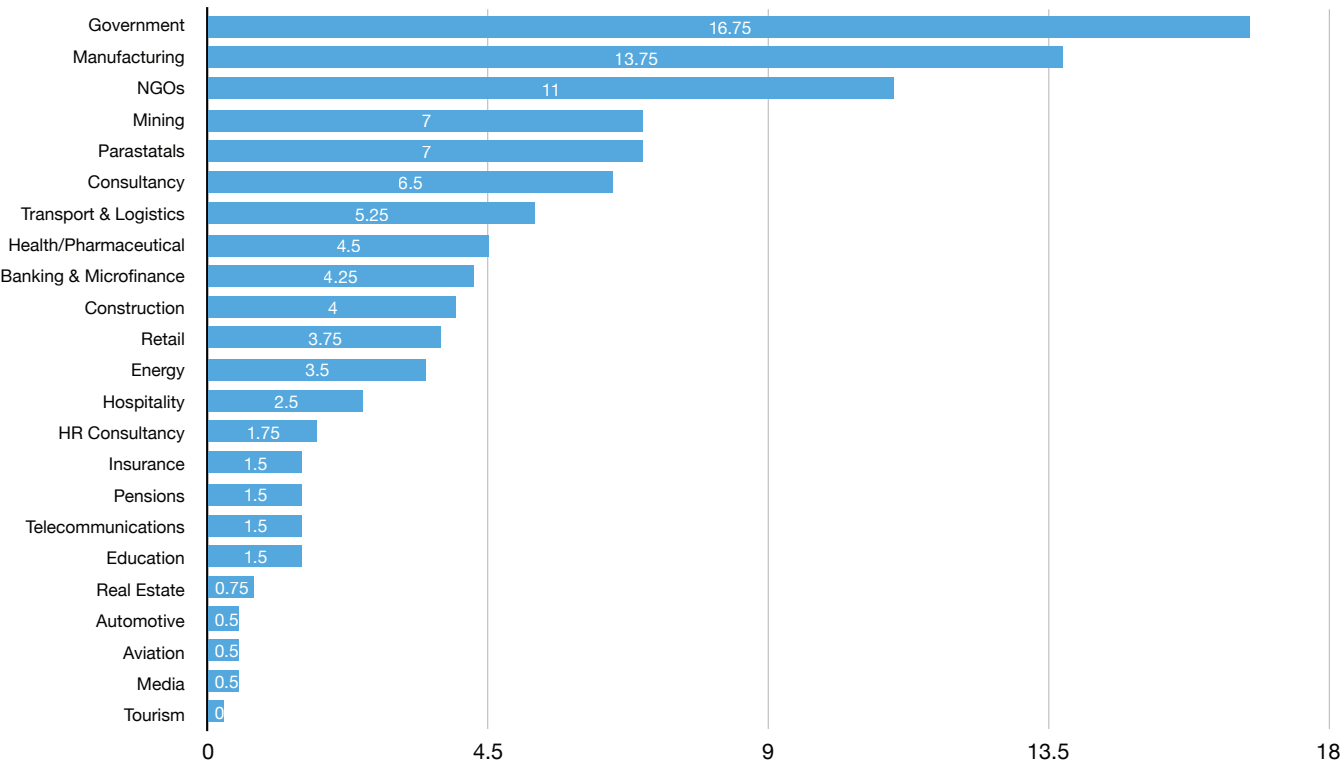


Source: Survey Data

The majority of respondents, 67.25%, were employed full-time, with a notable 21.5% on short- or long-term contracts. On the other hand, those in self-employment/private practice accounted for 11.25% of respondents.

The sectors represented were Government 16.75%, Manufacturing 13.75%, NGOs 11%, Mining 7.0%, Parastatals 7.0%, Consultancy 6.50%, Transport and Logistics 5.25%, Health/Pharmaceutical 4.50%, Banking & Microfinance 4.25%, Construction 4%, Retail 3.75%, Energy 3.50%, Hospitality 2.50%, HR Consultancy 1.75%, Insurance 1.50%, Pensions 1.50%, Telecommunications 1.50%, Education (universities and colleges) 1.50%, Real Estate 0.75%, Automotive 0.50%, Aviation 0.50%, Media 0.50% and Tourism 0.25%, showcasing a diverse professional landscape. This is shown in the figure below.

Figure 3: Industries respondents work in

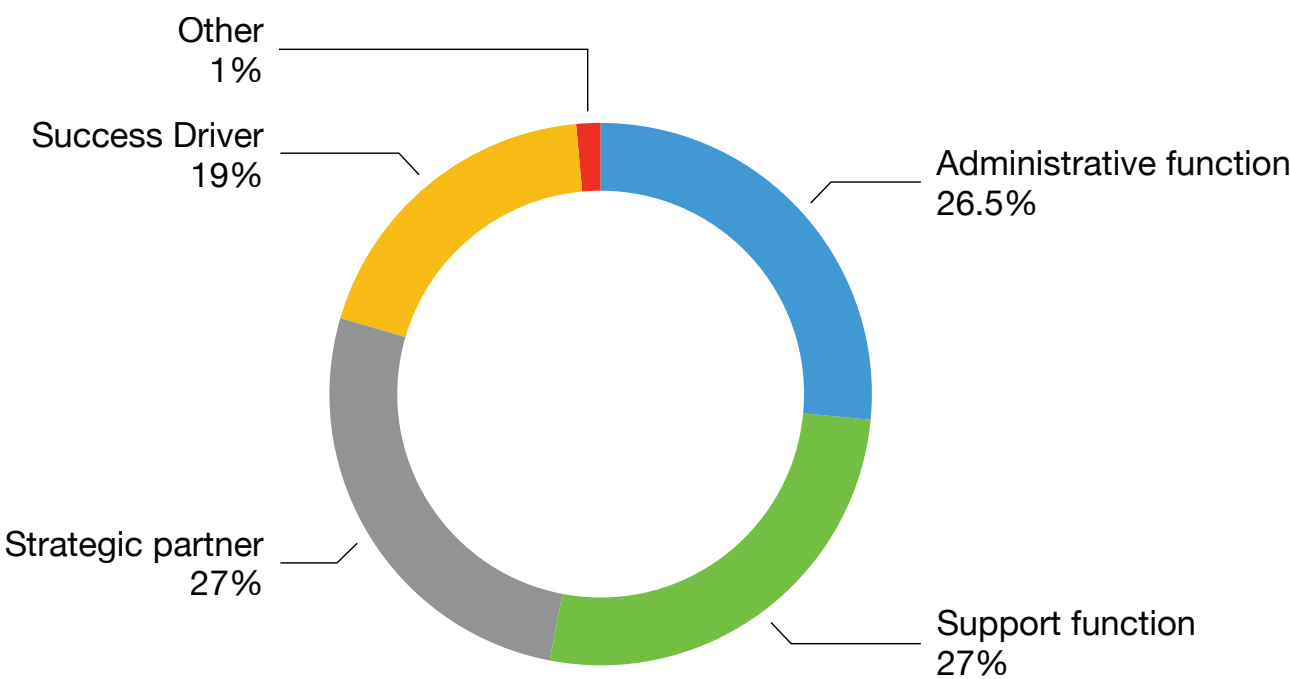


Source: Survey Data

3.3 HR Departmental Roles and Perceptions

The survey revealed that 27.5% of respondents viewed HR as an administrative function. 27.5% perceived it as a support function, 27.5% saw HR as a strategic partner while 19.75% saw HR as a driver of organisational success. A smaller percentage of 1.50%, selected “Other” to describe their organisation’s view of HR as shown in Figure 4 below.

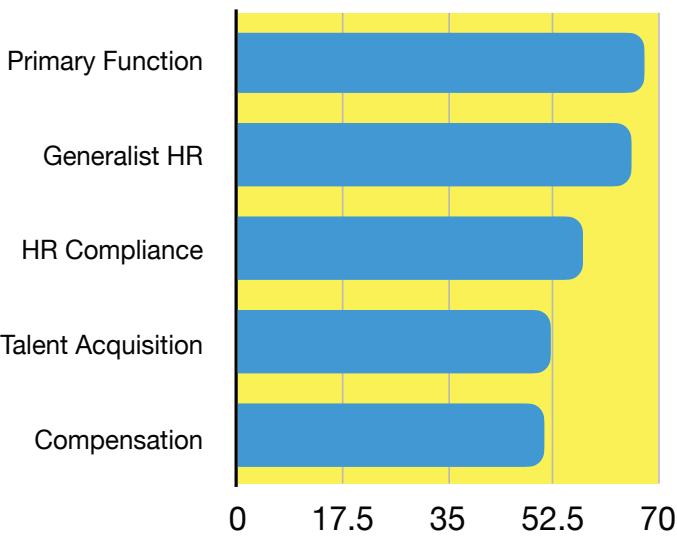
Figure 4: Respondents Perceptions of HR



Source: Survey Data

When respondents were asked to choose the roles they were responsible for, the results revealed a clear focus on employee engagement, with 67.5% indicating it as a primary function. This underscores employee engagement as a core area of HR responsibility. Closely following, 65.75% of respondents identified with a Generalist HR role, reflecting a versatile skill set spanning multiple HR domains. HR compliance also emerged as a major focus, with 57.75% managing this area, while talent acquisition at 52.25% and compensation, specifically in the form of salaries and bonuses, at 51.25%, were also noted as critical HR functions.

Figure 5: Respondents Roles

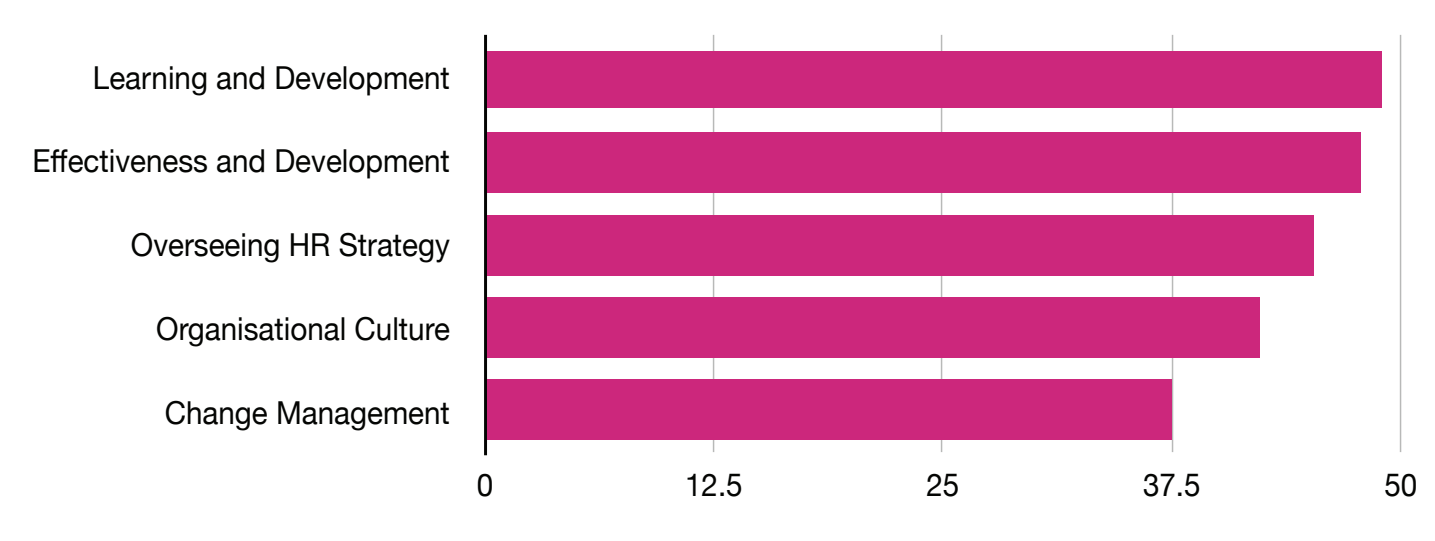


Source: Survey Data

Learning and development responsibilities were noted by 49% of respondents, demonstrating an ongoing commitment to upskilling and professional growth within organisations. Organisational effectiveness and development, reported by 47.75% of respondents, also highlighted its significance in aligning HR practices with broader organisational goals. Fewer respondents reported overseeing HR strategy (45.25%), suggesting it may be delegated to specialised roles or more senior HR functions. Additionally, organisational culture and change management, identified by 42.25% and 37.5% of respondents respectively, were less frequently managed. These findings, illustrated in Figure 4 below, reveal the varied yet essential responsibilities that HR professionals balance within their roles.

In discharging their duties, an Increase in workload over the past 12 months was identified as a prevalent theme as 87% of respondents indicated such a rise, indicating growing demands on HR functions within organisations, while 13% indicated that their workload had not increased during the period.

Figure 6: Respondents' Responsibilities



Source: Survey Data

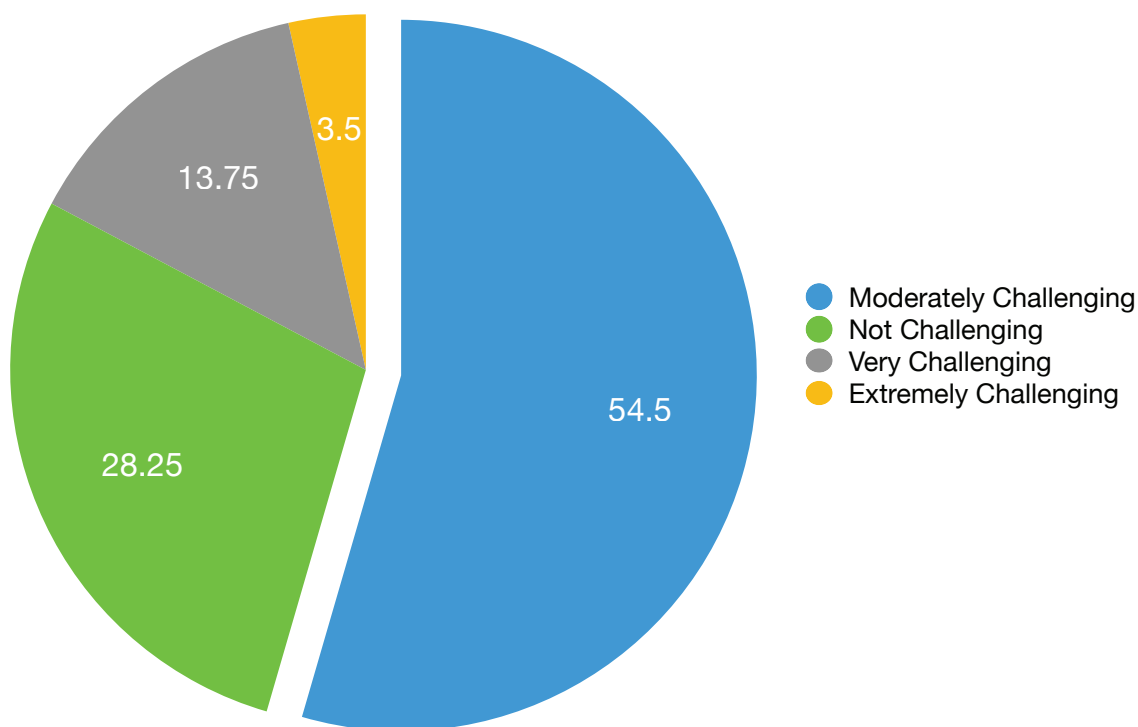


3.4 HR Challenges and Strategic Focus Areas

When asked about the primary HR challenges they face, 47% of respondents identified employee engagement and satisfaction as the leading concern. This was followed by talent acquisition and retention challenges, noted by 38.5%. Diversity, Equity, and Inclusion (DEI) initiatives were mentioned by 34.5%, with remote work management highlighted by 26.75%. Adapting to remote or hybrid work models was a challenge for 24.25% of respondents, and employee well-being was noted by 22.25%. Compliance with new labour laws and regulations was also a concern, identified by 20.5%, while 11% indicated that none of these areas presented a challenge.

In terms of recruitment challenges, 54.5% of respondents found recruitment to be moderately challenging. In contrast, 28.25% reported that recruitment was not challenging, with smaller groups describing it as very challenging (13.75%) and extremely challenging (3.5%). These findings are illustrated in Figure 7 below.

Figure 7: Major HR Challenges

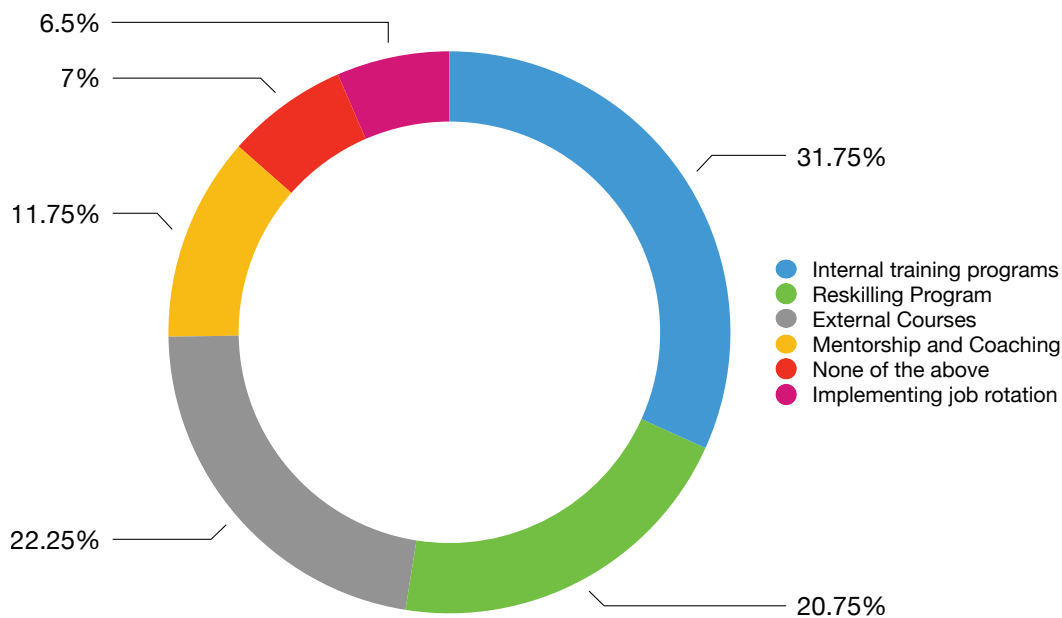


Source: Survey Data

Regarding employee development, internal training programs emerged as the most widely used upskilling approach, with 31.75% selecting this option. Providing access to external courses and certifications followed at 22.25%, highlighting the emphasis on professional growth beyond the organisation. Mentorship and coaching were encouraged by 11.75%, while job rotation and cross-training opportunities were noted by 6.5%.

Interestingly, 20.75% indicated that their organisations do not have a structured upskilling or reskilling program and 7% selected none of the above. These findings reflect a diverse range of approaches to employee development within the organisation, as shown in Figure 8 below.

Figure 8: Employee Development Strategies Used

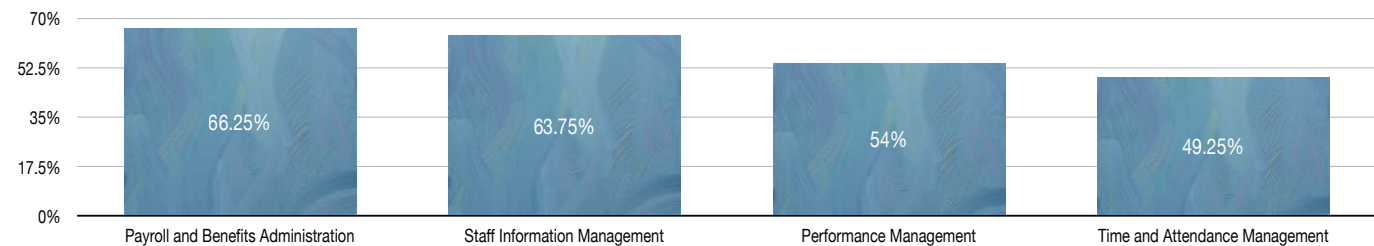


Source: Survey Data

3.5 Digital Transformation and HR Technology

When asked about the use of digital transformation in HR, 66.25% of respondents reported they were using IT for Payroll and Benefits Administration, highlighting this as a critical priority. Closely following, 63.75% of respondents indicated that Staff Information Management was also a top target for automation, reflecting a clear intent to streamline data handling and accessibility within HR operations. Performance Management was another significant area, with 54% of respondents viewing it as essential for automation, emphasising a trend toward optimising evaluation processes. Additionally, Time and Attendance Management, noted by 49.25% of respondents, emerged as a frequently targeted function for automation, further supporting the drive to improve accuracy and reduce manual tracking. This is shown in figure 9 below.

Figure 9: Use of Digital Transformation in HR



Source: Survey Data



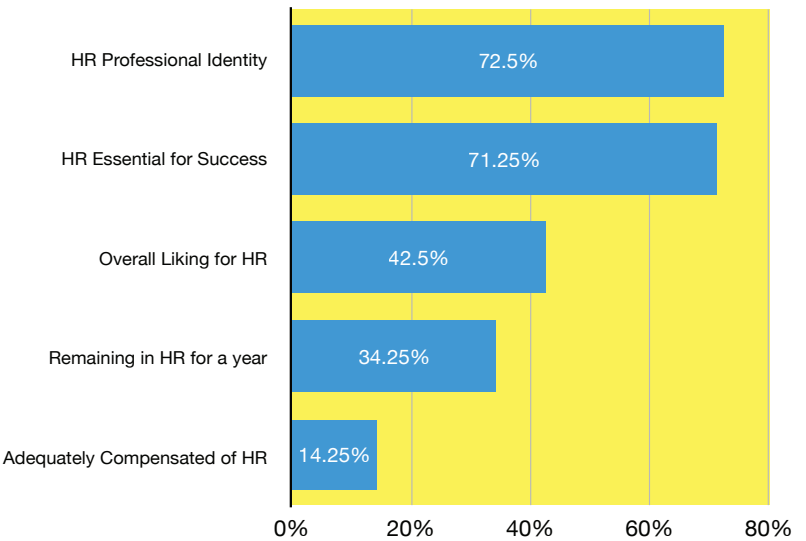
Meanwhile, areas such as Employee Learning and Development, with 40.25% of respondents, and Job Applicant Tracking, with 36.5%, also featured prominently in automation plans. This focus reflects an awareness of the long-term benefits of digital tools in enhancing employee skills and recruitment processes. The adoption of Employee Self-Service by 36.75% of HR teams signals an effort to empower employees to manage their own information, a shift that aligns with broader HR goals of efficiency and autonomy.

The data further showed that more strategic processes, such as Succession Planning at 32.5%, Employee on-boarding at 32% and Compliance and Reporting at 29.5%, are also being automated, though at a slightly lower rate. Workforce Analytics, cited by 27.25% of respondents, underscore an evolving interest in leveraging data-driven insights to support decision-making.

3.6 Employee Satisfaction and Retention Strategies

The survey results captured the perspectives of HR professionals on their roles and job satisfaction. A notable 72.5% conveyed pride in their work as HR professionals, reflecting a strong sense of professional identity. Additionally, 71.25% believed their contributions were essential to the success of their organisations, underscoring the perceived value of their roles. Job satisfaction appeared more moderate, with 42.5% indicating an overall liking for their job. Looking toward future employment, only 34.25% anticipated remaining in their current roles a year from now, while just 14.25% felt adequately compensated for their work as HR professionals as shown in figure 10.

Figure 10: HR Professional Perceptions of their Jobs



Source: Survey data



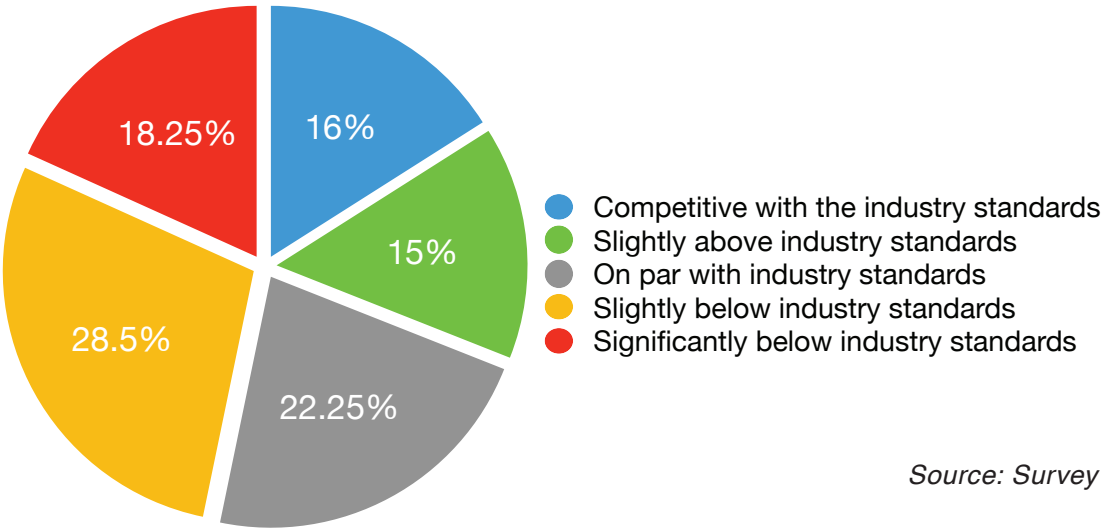
The survey evaluated HR professionals’ perceptions of work-life balance, yielding an average rating of 3.1 on a 1 to 5 scale, highlighting a range of satisfaction levels among participants. The largest group, 36.5%, gave a neutral rating of 3, indicating a balanced view on work-life balance. Following this, 21.5% rated their work-life balance as good (4), while 13% considered it very good (5). On the lower end of the scale, 19.5% rated their work-life balance as poor (2), and 9.5% rated it as very poor (1). In terms of retention measures, the most frequently implemented strategy by organisations was re-evaluating employee compensation, with 25.5% choosing this option. Increasing salaries to counter inflation followed closely at 24.25%. Flexible work options were implemented by 15.25%, and wellness initiatives by 12.25%. However, 22.75% indicated that they had not implemented any of these measures.

3.7 Compensation, Salary Structure, and Influencing Factors

When respondents were asked about their levels of satisfaction with their compensation and benefits packages, results showed an average rating of 2.7 on a scale of 1 to 5, indicating a moderate level of satisfaction overall. In addition, 19.75% rated their satisfaction as 1, indicating they were very dissatisfied, while 23.75% gave a rating of 2, reflecting dissatisfaction. A larger segment, 31.75%, expressed a neutral stance with a rating of 3. Meanwhile, 15.25% reported satisfaction with a rating of 4, and only 9.5% rated their satisfaction as 5, or very satisfied.

The survey results on the respondents’ perceptions of their organisation’s current salary structure reveal a predominantly critical view. Only 16% described the salary structure as competitive with industry standards, and 15% stated it is slightly above these standards. A larger segment, 22.25%, reported it as on par with industry standards. However, 28.5% view their salaries as slightly below industry standards, while 18.25% feel significantly below these standards.

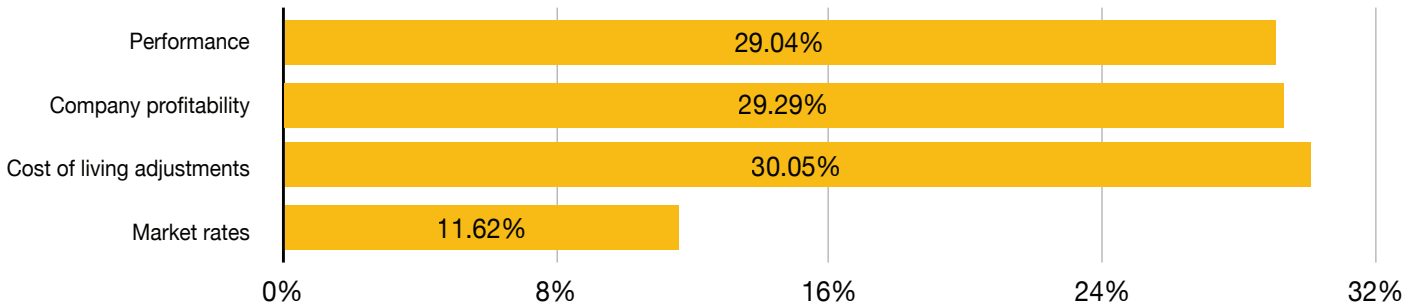
Figure 11: Levels of satisfaction with compensation



Source: Survey Data

When asked about the main factors driving salary adjustments, 30.05% of respondents pointed to cost-of-living adjustments as the most significant factor, highlighting the importance of aligning wages with economic conditions. Close behind, 29.29% of respondents cited company profitability, indicating that organisational financial health plays a key role in determining pay increases. Performance, at 29.04%, was also a crucial factor, reflecting a focus on rewarding individual contributions. By contrast, market rates were the least influential, with only 11.62% of respondents considering it a primary factor, suggesting that external benchmarks may have a lesser impact on salary decisions as illustrated in figure 12.

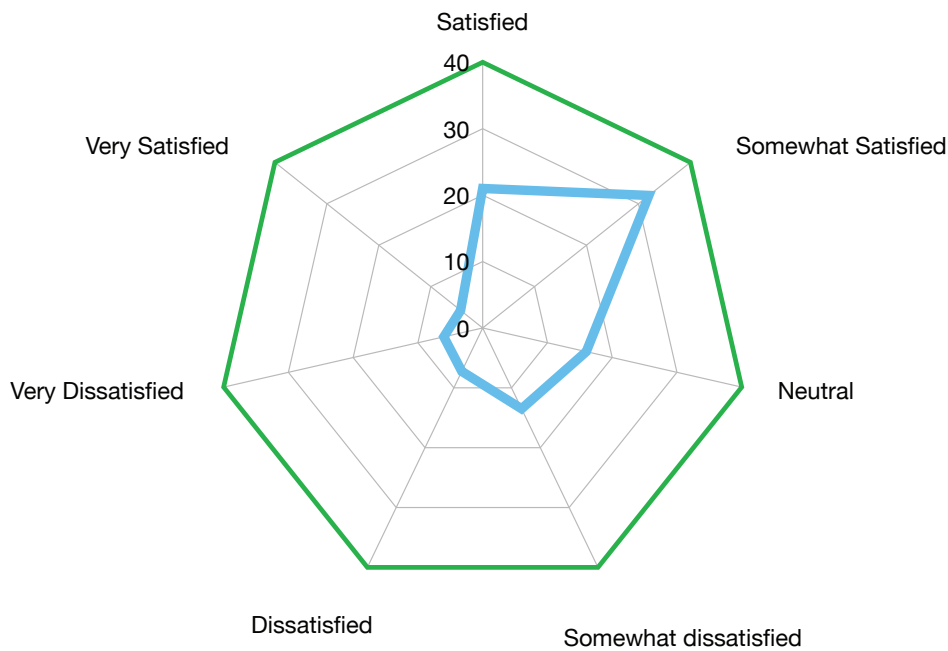
Figure 12: Factors Driving Salary Adjustments



Source: Survey Data

The survey reveals varied levels of employee satisfaction regarding the benefits and incentives provided by organisations. Notably, 32% of respondents reported being somewhat satisfied, while 21% indicated satisfaction. In contrast, 16% felt neutral. On the lower end, 13.5% reported being somewhat dissatisfied, 7.25% were dissatisfied, and 6% were very dissatisfied with the benefits offered. A small fraction, 4.25%, indicated they are very satisfied with the current offerings. This is shown in figure 13 below.

Figure 13: Satisfaction with Benefits and Incentives



Source: Survey Data

4.0 CONCLUSIONS

4.1. The survey findings illuminate a nuanced portrait of the HR profession, reflecting both its progress and persistent challenges. High educational attainment and diverse levels of experience within the sample underscore a workforce equipped to navigate complex organisational roles, with many respondents occupying senior HR positions. However, while HR departments take on essential strategic functions, many professionals still find themselves entrenched in administrative or supportive roles, pointing to the ongoing debate over HR's true influence within organisations.

4.2. The primary challenges—employee engagement, talent acquisition, DEI, and remote work—underscore evolving priorities in HR. Automation emerges as a targeted solution, particularly in administrative areas like payroll, but with less focus on higher-level processes such as succession planning and organisational culture. This selective approach to technology suggests a practical response to workload increases but may signal limitations in fully embedding strategic functions within HR.

4.3. Satisfaction metrics reveal a split in sentiment, as pride in the HR role is high, yet only 34.25% foresee staying in their positions long-term, reflecting potential discontent with job conditions. Work-life balance ratings further illuminate this divide; while some rate it positively, a significant number express dissatisfaction.

4.4. Compensation feedback reflects similar discord: only a small portion feel adequately compensated, and many believe current salary structures lag behind industry standards. Responses indicate cost-of-living adjustments and company profitability as the main factors driving salary changes, while market rates play a lesser role, highlighting a disparity between perceived needs and organisational responses.

4.5. Retention strategies like compensation adjustments and flexible work arrangements are employed by some, though a notable 22.75% report no such measures in their organisations, which may contribute to turnover intentions. Overall, these findings point to a workforce facing traditional and emerging HR challenges, with varying levels of satisfaction and engagement that could affect both individual retention and HR's strategic evolution within organisations.

4.6. The survey not only raises questions about HR's role and influence but also suggests that HR professionals may soon reach a pivotal point, where addressing these core issues becomes essential for sustaining both individual career satisfaction and organisational effectiveness. These insights provoke deeper contemplation on Zambia's HR landscape. As the nation navigates economic and digital transformations, the HR sector stands at a crossroads, grappling with questions that go beyond mere function and touch upon the very identity of HR in Zambia. Is the sector ready to evolve from a support function to a strategic powerhouse capable of transforming organisations and workforce relations? Or will the prevailing structures and perceptions continue to hold it back? The answers may lie not only in policy adjustments but also in a philosophical reimaging of HR's role in shaping Zambia's future.



APPENDIX - ACTUAL RESPONSES BY RESPONDENTS

S/N	QUESTION	RESPONSE BREAKDOWN
1	What is your gender ?	Male: 46% (184) Female: 54% (216)
2	What is your age range?	18-24: 1.25% (5) 25-34: 32.75% (131) 35-44: 42.25% (169) 45-54: 18% (72) 55-64: 5.25% (21) 65 and above: 0.50% (2)
3	What is your highest level of education?	Doctoral: 0.25% (1) Master's Degree: 36% (144) Degree: 50.25% (201) Diploma: 12.75% (51) Certificate: 0.75% (3)
4	What position do you currently hold in the Human Resources (HR) department of your organisation?	HR Assistant: 11.11% (44) HR Officer/Coordinator: 29.80% (118) Mid-Level HR Specialist: 6.31% (25) Mid-Level Generalist: 12.88% (51) Senior HR Manager/HR Business Partner/Head of HR: 30.30% (120) Executive-Level HR Director: 9.60% (38)
5	How long have you been working in HR?	Below a year: 5.75% (23) 1-5 years: 32.50% (130) 5-10 years: 28% (112) 10-15 years: 18.75% (75) 15-20 years: 8.25% (33) 20 years and above: 6.75% (27)
6	What industry do you work in?	Government: 16.75% (67) Manufacturing: 13.75% (55) NGO: 11% (44) Mining: 7% (28) Parastatal: 7% (28) Consultancy: 6.50% (26) Transport and Logistics: 5.25% (21) Health/Pharmaceutical: 4.50% (18) Banking & Microfinance: 4.25% (17) Construction: 4% (16) Retail: 3.75% (15) Energy: 3.50% (14) Hospitality: 2.50% (10) HR Consultancy: (recruitment/outsourcing) 1.75% (7) Insurance: 1.50% (6) Pensions: 1.50% (6) Telecommunications: 1.50% (6) Education: (school, college, university) 1.50% (6) Real Estate: 0.75% (3) Automotive: 0.50% (2) Aviation: (2) 0.50% (2) Media: 0.50% (2) Tourism: 0.25% (1)

7	Are you a fully paid member of the Zambia Institute of Human Resource Management?	Yes: 85.75% (343) No: 14.25% (57)
8	What is your current employment situation?	Full-time/Permanent Contract: 67.25% (269) Self-employed: 4% (16) Salaried part-time: 1.50% (6) Short-to-long term contract: 21.50% (86) Private practice full-time: 4.25% (17) Private practice part-time: 1.50% (6)
9	How does your organisation view the role of HR?	As an administrative function: 27.50% (110) As a support function: 27.50% (110) As a strategic partner: 23.75% (95) As a driver of organisational success: 19.75% (79) Other (please specify): 1.50% (6)
10	Which HR aspects are responsible for? (Select all that apply)	Culture: 42.25% (169) Talent acquisition: 52.25% (209) Employee engagement: 67.50% (270) Generalist HR: 65.75% (263) HR compliance: 57.75% (231) HR strategy: 45.25% (181) Compensation (salaries & bonuses): 51.25% (205) Change management: 37.50% (150) Learning and development: 49% (196) Organisational effectiveness/development: 47.75 (191)
11	Have you spent time and money on professional development in the past year?	Yes: 74.75% (299) No: 25.25% (101)
12	Have you seen an increase in your workload over the past 12 months?	Yes: 87% (348) No: 13% (52)
13	What are the top challenges your HR department is facing in 2024?	Employee engagement and satisfaction: 47% (188) Talent acquisition and retention: 38.5% (154) Diversity, equity, and inclusion (DEI) initiatives: 34.50% (138) Implementing and managing remote/hybrid work models: 24.25% (97) Compliance with new labour laws and regulations: 20.50% (82) None of the above: 11% (44)
14	How challenging do you find recruitment?	Moderately challenging: 54.50% (218) Not challenging: 28.25% (113) Very challenging: 13.75% (55) Extremely challenging: 3.50% (14)
15	What has been the primary recruitment challenge in the past six months? (Select all that apply)	Candidates lacking sufficient experience: 33.75% (135) Candidates demands exceeding organisation entry level criteria: 26.25% (105) Candidates missing necessary hard skills: 23.75% (95) Candidates declining job offers: 12% (48) Lack of applicants: 3.00% (12) Other (please specify): 1.25% (5)
16	How is your organisation addressing the need for upskilling and reskilling employees?	Offering internal training programs: 31.75% (127) We do not have a structured upskilling/reskilling program: 20.75% (83) Providing access to external courses and certifications: 22.25% (89) Encouraging mentorship and coaching: 11.75% (47) None of the above: 7.00% (28) Implementing job rotation and cross-training opportunities: 6.50% (26)

17	Which aspect of remote/hybrid work does your organisation find most challenging to manage?	Maintaining productivity and performance levels: 26.75% (107) Managing employee well-being and mental health: 22.25% (89) Ensuring effective communication and collaboration: 19.25% (77) Monitoring and ensuring cybersecurity: 6% (24) None of the above
18	What skills do you believe will be most crucial for HR professionals to develop in 2024 to keep up with industry trends in Zambia?	Digital Literacy and Technology Proficiency: 37.25% (149) Strategic Thinking and Business Acumen: 33% (132) Change Management and Adaptability: 16.75% (67) Diversity, Equity, and Inclusion (DEI) Expertise: 13% (52)
19	How have recent economic and social changes in Zambia impacted HR practices in your organisation?	Somewhat negative impact: 41.56% (165) Somewhat positive impact: 18.39% (73) Significantly negative impact: 16.62% (66) Significantly positive impact: 14.11% (56) No impact: 9.32% (37)
20	How Challenging do you find employee retention?	Not challenging 18% (72) Moderately challenging 50.75% (203) Very challenging 26% (104) Extremely challenging 5.25% (21)
21	What top retention measures have you implemented? (Select all that apply).	Re-evaluating employee compensation: 25.50% (102) Increased salaries to help offset inflation: 24.25% (97) None of the above: 22.75% (91) Flexible work options: 15.25% (61) Wellness initiatives: 12.25% (49)
22	Have you implemented any HR digital transformation initiatives?	Yes 54.50% (218) No 45.50% (182)
23	What are the top areas planned for HR automation? (Select all that apply)	Staff Information Management: 63.75% (255) Payroll & Benefits Administration: 66.25% (265) Job Applicant Tracking: 36.50% (146) Employee On-boarding: 32.00% (128) Employee Learning and Development: 40.25% (161) Employee Self Service: 36.75% (147) Time and Attendance: 49.25% (197) Workforce Analytics: 27.25% (109) Performance Management: 54.00% (216) Compliance and Reporting: 29.50% (118) Succession Planning: 32.50% (130)
24	How is your organisation planning to leverage new HR technologies in 2024? (Select all that apply)	Implementing or upgrading HR management systems (HRMS): 68.03% (266) Utilising AI for recruitment and talent management: 25.83% (101) Introducing employee self-service portals: 36.32% (142) Adopting tools for remote work and collaboration: 21.23% (83) Using data analytics for strategic HR decisions: 41.94% (164) Other: 14.58% (57)
25	What strategies is your organisation using to promote diversity, equity and inclusion?	Conducting regular DEI training and workshops: 14.25% (57) Implementing unbiased recruitment processes: 38.75% (155) Establishing employee resource groups (ERGs): 4.25% (17) Setting measurable DEI goals and tracking progress: 7.00% (28) We do not have specific DEI strategies in place: 35.75% (143)

26	Please tick on the statements that resonate with you from the list below.	<p>I am very proud of the work that I do as an HR professional: 72.50% (290)</p> <p>My contributions are important to the success of my organisation: 71.25% (285)</p> <p>Taking everything into account, I like my job: 42.50% (170)</p> <p>I expect to still be in my job a year from now: 34.25% (137)</p> <p>I am very well remunerated as an HR Professional: 14.25% (57)</p>
27	How satisfied are you with your compensation and benefits package?	<p>1 (Very Dissatisfied) 19.75% (79)</p> <p>2 (Dissatisfied) 23.75% (95)</p> <p>3 (Neutral) 31.75% (127)</p> <p>4 (Satisfied) 15.25% (61)</p> <p>5 (Very Satisfied): 9.50% (38)</p> <p>Average Rating: 2.71</p>
28	How competitive do you believe your compensation is compared to industry standards?	<p>Very competitive 14.00% (56)</p> <p>Competitive 20.00% (80)</p> <p>Mildly competitive 37.00% (148)</p> <p>Not competitive 29.00% (116)</p>
29	How would you rate your work-life balance?	<p>1: 9.50% (38)</p> <p>2: 19.50% (78)</p> <p>3: 36.50% (146)</p> <p>4: 21.50% (86)</p> <p>5: 13.00% (52)</p>
30	Do you expect to remain with your organisation for the next year?	<p>Yes: 64% (256)</p> <p>No: 36% (144)</p>
31	How would you describe the current salary structure in your organisation?	<p>Competitive with the industry standards: 16% (64)</p> <p>Slightly above industry standards: 15% (60)</p> <p>On par with industry standards: 22.25% (89)</p> <p>Slightly below industry standards: 28.50% (114)</p> <p>Significantly below industry standards: 18.25% (73)</p>
32	What factors most influence salary adjustments in your organisation?	<p>Performance: 29.04% (115)</p> <p>Company profitability: 29.29% (116)</p> <p>Cost of living adjustments: 30.05% (119)</p> <p>Market rates: 11.62% (46)</p>
33	How satisfied are your employees with the current benefits and incentives offered?	<p>Very satisfied 4.25% (17)</p> <p>Satisfied 21.00% (84)</p> <p>Somewhat satisfied 32.00% (128)</p> <p>Neither satisfied nor dissatisfied 16.00% (64)</p> <p>Somewhat dissatisfied 13.50% (54)</p> <p>Dissatisfied 7.25% (29)</p> <p>Very dissatisfied 6.00% (24)</p>

