FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

TOPIC

AN EVALUATION OF THE EFFECTIVENESS OF EMPLOYEE SELECTION FOR TRAINING AND DEVELOPMENT. A CASE STUDY OF SALARY SERVICE BUREAU (S.S.B)

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ABSTRACT

Salary Service Bureau is an agency of the Civil Service Commission which is responsible for the payment of salaries of all government ministries in Zimbabwe. There is so much grumblings from the employees concerning the selection of employees for training and development within the department. Some employees have lost confidence with the way some employees are being selected for training and development, hence they are no longer interested in compiling the manpower development plan for the department. The study, therefore, sought to find out the effectiveness of employee selection for training and development. The study looked at the selection criteria and the benefits of training and developing the right employees within the organisation. The study utilised the case study method and data was collected using the questionnaire and observation methods. A sample of 30 participants was chosen from a population of 150 employees. Simple and stratified random sampling techniques were used to the sample comprising human resources, administration, accounts, records and information, office assistants and the IT department, which are all support staff to the payroll administration. Bar graphs, pie charts and tables were used to present data. From the analysis of the findings, the research noted that most of the respondents were aware of the training and development policy and they also agreed that the policy is still relevant which made it effective in the Public Service. The findings also noted that the line managers must be responsible for the selection of employees as they are the ones who are on the ground not the human resources personnel. In addition it was revealed that the criteria used to select employees must be explicit to all the employees. The study recommended that employee selection must be according to the human resources development plan (HRD). Human resources must do the training needs analysis (TNA) in conjunction with line managers and supervisors who should be aware of the training needs of their subordinates so that goals of the organisations and the individuals are met. Human resources must keep an updated database of employees skills. The research recommends a similar study to be executed on a wider scale in the private sector in order to generalise these findings from a case study.