BINDURA UNIVERSITY OF SCIENCE EDUCATION

THE IMPACT OF THE REWARD MANAGEMENT SYSTEM USED BY THE ZIMBABWE PUBLIC SERVICE, BASED ON THE 2003 NATIONAL COMPENSATION POLICY: A CASE STUDY OF THE MINISTRY OF PUBLIC WORKS.

BY

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APPROVAL FORM

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DEDICATION

This dissertation is dedicated to my wife Kudzai Chiwanza my children Tapiwa, Chiedza and Chengetai who had to put up with my absence during my study.
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ABSTRACT

The study sought to evaluate the effectiveness of the Public Service Compensation Management System as espoused in the 2003 job evaluation implemented by the Public Service Commission. The Public Service Commission is mandated by the constitution of Zimbabwe and Public Service Act to administer the Public Service. In its endeavour to have the Public Service in a state of high efficiency and effectiveness the Public Service Commission carried out a job evaluation exercise in 2003. The evaluation among other reforms, led to the development of a National Compensation Policy for the Public Service whose main objective was to provide a compensation package sufficient to attract, motivate and retain competent members in the Public Service. The study was prompted by the need to access the impact this policy had on the service delivery by the Public Service. The topic under which this problem was investigated was: “The Impact of the reward management system used by the Zimbabwe Public Service Commission based on the 2003 National Compensation Policy: A case study of the Ministry of Public Works”.

Various sources of literature were analysed in order to establish whether the Public Service Commission had achieved its objective of attracting, motivating and retaining qualified and experienced staff. The literature included the work of authoritative writers, including Armstrong, in related areas of study. The literature review was on defining job evaluation, its objectives and its advantages. As sources of literature the author also reviewed literature from the internet, newspapers, magazines, Ministry’s internal records and reports. These were the main sources of reference upon which the researcher reviewed literature. (Desktop research techniques were also used in reviewing literature).

In answering research questions, qualitative and quantitative techniques were used to collect and analyse data. Triangulation technique was applied, i.e using both the qualitative and the quantitative findings. A self completing questionnaire was administered to respondents and there was an 87% response which was accepted as representative of the population. Furthermore, structured interviews were carried out, wherein the researcher probed the respondents. Collected data was analysed using descriptive statistics i.e graphs, tables and narratives to present the data. The researcher sent out 120 self admonished questionnaire copies of which 104 were returned. The targeted personnel were professionals including Engineers, Architects, Quantity Surveyors, valuers, Accountants, Administrators and technicians.
The researcher managed to carry out face to face interviews with eight managers. The results of the study indicated that the Public Service Commission had a reward management programme in place, which had failed to adapt to the dynamic changes of the environment. The Public Service Commission was failing to attract and retain skilled professionals as most of the conditions of service were deemed to be poor by the members. The economic and political environment were also cited to be factors that impacted negatively on service delivery.

The researcher recommends that the Public Service Commission should commercialise some of the professional departments in the service. This commercialisation would help in creating a leaner Public Service which it would be able to remunerate with competitive salaries and create a conducive environment that would enhance service delivery.
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CHAPTER 1

INTRODUCTION

1.1 This Chapter presents a detailed background of the Public Service Commission of the Government of Zimbabwe. It also proceeds to highlight several issues which will be discussed in the document, the problem statement, justification of the study, study objectives, research questions, propositions, significance of the study, definitions of special terms, and the methodology of the study. The researcher will present the study limitations and will end the chapter by giving a summary of issues discussed in this chapter.

1.2. Background To The Research

The Public Service Commission is mandated by the Government of Zimbabwe to administer the Public Service. It derives its mandate from Section 73(1) of the Constitution of Zimbabwe, which states that:

“There shall be Public Service Commission for the administration of the country.”

The Constitution further provides for an Act of Parliament that makes provision for the”...organisation, administration and discipline of the Public Service, their removal from office,...and the fixing of their conditions of service.” The Act further expands that the Public Service Commission shall exercise its functions to ensure the well being and good administration of the Public Service and its maintenance in a high state of efficiency.

The Public Service Commission is governed by Section 74 of the Constitution of Zimbabwe Which states that:
“..... the Public Service Commission consists of a Chairman and not less than two and not more than seven commissioners appointed by The President of The Republic of Zimbabwe.”

The Public Service Act Section 10 states that, “There shall be a Secretariat which comprises the Secretary appointed by The Commission in consultation with the Minister, and members of staff who are under the direct supervision of the Secretary.”

Some of the functions of the Public Service Commission are to set up structures, number of posts, offices and grades in the Public Service of any Ministry or Department in consultation with the appropriate Minister in order to facilitate the implementation of Government policies. The Public Service Commission is also responsible for the appointing, promoting, transferring and seconding members to office posts and grades in the Public Service. It is also responsible for developing staff through training to enhance their effectiveness and efficiency. It deals with the enquiring and dealing with complains from the general public and the Public Service members. The Public Service Commission has the responsibility to monitor the performance of the Public Servants.

The Public Service Commission is situated in the NSSA building on the corner of Central Avenue and Sam Nujoma Road in Harare, Zimbabwe. It also has offices in all Provincial centres and all districts of the country for the Provincial and District Inspectors as part of the arm of the monitoring of service delivery by Public Servants in remote areas.
The Public Service Commission institutes and implements reforms, that drive the operations of the Public Service, thus creating value for clients and stakeholders. The Public Service Commission has instituted a number of programmes with a view of reforming the Public Service so as to make it more efficient, effective and responsive to the needs of the public that it serves. Among the programmes are reforms that entail the reduction in size of the Public Service; identification of the core-functions of each department upon which it is supposed to focus; privatisation of non core-functions, commercialisation of others and the adoption of cost recovery measures for certain services delivered; development and publication of client/service charters in which departments publicly state standards of service that members of the public should expect; the introduction of Performance Management System and undertaking the job-evaluation exercise.

Up to 2003 the PSC used the London Borough Job Evaluation System whose basic tenets for job grading are qualification, experience, job content, decision-making and level of interaction. The system was implemented in 1995 consequent to a service wide job evaluation exercise which was based on the above criteria. The salary scale had 15 grades, from grade 18 (lowest grade) to grade 4 (highest grade).

Investigation revealed that the development of various salary key scales was necessitated by the fact that salaries for grades in the above categories were raised to levels that could not fit in the general key scale without distorting the grades. The PSC embarked on reforming the compensation system so as to rectify these salary key scale distortions, hence the 2003 job evaluation.
In 2003 the PSC instituted a job evaluation exercise, which finally led to the development of a National Compensation Policy. The fundamental component of the policy is to attract, retain and provide competitive rewards to personnel in the Public Service.

Nine years after the job evaluation it is imperative to carry out an evaluation on the impact of reform to the reward management system.

1.3. Statement Of The Problem

Due to the deteriorating economic environment the country experienced in the last decade, the Public Service has experienced a growing exodus of human resources in search of better economic opportunities to destinations within and outside the country. The continued loss of experienced professionals from the Public Sector in particular and the nation in general has been a growing concern to the Public Service Commission and the Government of Zimbabwe respectively, as this has negatively impacted on the delivery of quality service. The continued brain drain has resulted in the implementation of various reforms intended to provide a fair and just compensation structure to the employees. The remuneration strategies are meant to be retention strategies.

1.4. Justification For The Research

This study has been prompted by the continued brain drain that is being experienced by the Public Service Commission, despite the number of reforms undertaken to curtail this brain drain. The professionals that are mostly affected in
the movement are engineers, doctors, nurses, teachers, financial experts, artisans and other skilled personnel who are critical in delivery of quality public service.

Thus this continued loss of trained and experienced professionals is a growing concern to the Public Service Commission as it is impacting negatively on provision of quality service to members of the public and other related stakeholders.

The Public Service Commission is now under tremendous pressure to add value, achieve sustained advantage, to respond and adapt flexibly to new challenges and opportunities that are prevailing in Zimbabwe. Such pressures are not only affecting the Public Service, but private organisations are being affected as well. Generally, the responses to these pressures have seen companies taking new structures, that are lean, de-layered, flexible, process on project based, that are increasing reliance on continuous improvement in terms of performance quality and customer service. One of the important factors for achieving such company transformation is the human or intellectual capital possessed by an organisation. However, it is this human resource which is flying away from the companies, thus leaving organisations with the challenges of fulfilling their mandates.

As a way of responding to the challenge of losing trained, qualified and experienced staff the Public Service Commission embarked on development of business strategies. It focused on the part played by human resources strategies in general and reward strategies in particular in supporting the achievement of organisational objectives.
As one of the strategies to overcome brain drain from the service, in 2003, the Public Service Commission embarked on a job evaluation exercise which resulted in the development of a Public Service Compensation Policy. The main objective of the compensation policy was to transform the ways in which pay systems are managed and administered, eliminate salary distortions and also to attract, retain and provide tangible rewards to personnel in the Public Service.

The research principal objective is therefore to evaluate the extent to which the reward management system that was implemented after the 2003 Public Service Job Evaluation has gone in eliminating salary distortions in the service, attract and retain staff, thereby improving the quality of service delivery by members of the Public Service. The job evaluation and the subsequent development of the compensation structure was administered by the Public Service Commission.

The study also, is a compulsory component of the Master of Business Leadership (MBL) of Bindura University of Science Education (BUSE), of which the researcher being a student of the University has to carry out.

1.5 Research Objectives

This study has to be adequately focused on the purpose discussed above. For the research to be focused, the following objectives will be executed during the study:

1.5.1 To identify the reward management system that has been used by the Public Service Commission of the Government of Zimbabwe since 2003.

1.5.2 To identify the factors that impacted on the efficiency and effectiveness of the reward management system used by the Public Service of Zimbabwe since 2003.
1.5.3 To assess and evaluate the impact of the reward management system on the effectiveness of service delivery by the Public Service of Zimbabwe.

1.5.4 To give feasible policy recommendations for the utilization of the reward management as a tool for effective delivery of public services by the executive organs of the Government of Zimbabwe.

1.6 Research Questions

The continued brain drain in the Public Service Commission has generated several interrogative questions within this study. Effective solutions to the questions will be offered so the study may establish a long lasting solution to the research problem.

The central research questions guiding the study are as follows:

1.6.1 What are the reward management tools that the Public Service Commission of Zimbabwe has used since 2003?

1.6.2 What are the factors that impacted on the efficiency and effectiveness of the reward management tools that can be used to assess and evaluate the impact of the reward management system in the Zimbabwe Public Service?

1.6.3 What are the factors that should be used by the Public Service in order to develop a sound reward management system to enhance service delivery?

1.6.4 How does the political and economic environments in Zimbabwe affect the effective implementation of the reward management system?

1.6.5 What strategies can the Public Service implement to attract and retain skilled and experienced personnel?
1.6.6 Can the Public Service sustain a budget to pay public servants at competitive market rates?

1.7 Research Proposition

1.7.1 That a competitive Reward Management System that compensate public servants with rewards that are commensurate with regional salaries, will reduce the brain drain from the Public Service.

1.7.2 That the Chairman of the Public Service Commission and the commissioners have to set up a lean Public Service by commercialising and privatising non-core functions of the Public Service.

1.8 Significance of The Study

The research is undertaken in order to benefit the following:

1.8.1 The Government of Zimbabwe

The research will provide the Public Service Commission, as the organ that administers the civil service, with valuable information which will help it in developing a compensation structure that has equitable, and justifiable salaries and benefits that are competitive on the market in order to attract and retain a professional, effective and efficient workforce that meets the expectations of the public it serves.

Management will also get to know the various attitudes and perceptions held by public servants towards their condition of service, thus management will be able to respond or address pertinent issues affecting the workforce. The research will provide valuable information which will assist the Government in formulating
policies, legislative, regulatory, technical and practical measures for the proper functioning of the Public Service.

1.8.2 Public Service Employees

The employees will benefit from the research by understanding the basis upon which their jobs were evaluated, graded and are being compensated in order for them to conduct themselves in a manner deemed appropriate in order to enhance public confidence and boost the image of the Public Service. Public Service employees and then their staff associations are critical stakeholders who have a claim to the prosperity of the Government and therefore they need to be informed of the decisions affecting their pay and other conditions of service. This research will provide them with information that will make them understand the principles of compensation management so that they can effectively negotiate for their conditions of service by providing well researched and balanced facts from prevailing market rates on compensation trends. This will create a climate of mutual trust.

1.8.3 The Academic World

The research will benefit the academic world in that the issues raised are subject to further criticism and review by other researchers. It will give a handy guide to other researchers and keep them up to date with what is current in the field of reward management. The research will provide a solid background for subsequent research papers' investigation since comprehensive literature of a field is vital to most research papers.
1.8.4 Government Development Partners

The research will benefit non-governmental organisations, banks and other private companies in appreciating how the Public Service rewards are managed hence they would make informed decisions on how to forge partnership with the Government. It would also assist such partners to know where to channel their resources.

1.8.5 Members of the Public

Members of the public are critical stakeholders in the operations of the Public Service as they directly benefit from the services offered. The public always need quality service delivery.

1.9 Research Assumptions

According to Wikipedia Encyclopaedia “an assumption is a realistic expectation”. It is something that is believed to be true. An assumption is an act of faith. It will not be tested in the research. Research is built upon assumptions since not everything needed to move forward is known. One must assume something to learn something. The more assumptions or stronger assumptions that one makes the more one insures that the analysis will yield clear cut and interpretable results, and at the same time, the researcher, more than the empirical observations or records, is determining these results.

i) The assumption is that members of the Public Service of Zimbabwe are motivated by money as a form of compensation for the service they render to the state.
ii) It is also assumed that brain drain in the Public Service is caused by economic challenges that the country is facing.

iii) The researcher is a member of the Ministry of Public Works and anticipates maximum co-operation from his colleagues in carrying out his research.

iv) The researcher anticipates that the permanent Secretary of the Ministry of Public Works will allow him to carry out his research work during working

1.10 Research Methodology

According to Cooper (1999) research methodology is wherein the researcher explicitly defines the target population being studied and the sampling methods used. Thereafter, the coverage to the design is adopted.

1.10.1 Research Design

Labovitz and Hagedorn (1976) define research design as the logical manner in which individuals or other units are compared and analysed: it is a basis for making interpretations of the data. Cooper (1999; 30) explains that the research design constitutes the blue print for the collection of data, measurement and analysis of data. The research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research.

This research will adopt both descriptive and exploratory research designs. Skineer (1990) defines a descriptive research design as a plan undertaken when researchers recognise that they must understand the characteristics of certain phenomenon underlying a particular problem. Exploratory research has its primary objective in the
provision of insights into and comprehension of the problem situation. The use of triangulation, i.e the use of both research methods is to ensure validity and generalizability of findings.

1.10.2 Data Collection and Analysis

The main research instrument to be used in collecting of primary data for this study is a structured questionnaire. By definition, a questionnaire is an instrument comprised of a series of questions that are filled in by a respondent. A questionnaire will be developed for the survey, which will include both closed and open ended questions, some of which will be designed on the Likert scale. The advantage of using a questionnaire is that it is faster and cheaper method of gathering data. Questionnaire can be distributed to the target population and interviewees are able to respond to the questions at their own time. The disadvantage of the questionnaire is that some questions can be left un-answered and there is no room for explaining areas where questions are un-clear.

The researcher would also propose to use semi-structured interviews, to gather data. The main advantage of using a semi-structured interview as exposed by Wegner (1998) is that an interview allows flexibility. They offer the opportunity to clarify questions and make follow up questions. However there is the possibility of the interviewer influencing some of the answers.

According to Cooper, secondary data is data that is obtained from studies made by others for their own purpose. The researcher will gather data from the following sources in the Public Works Ministry:
i) Vacancy returns: Secondary data will be collected from the vacancy returns from the Ministry of Public Works. This is meant to establish the resignation trends over the said period.

ii) Personal files: The researcher will also analyse the resignation letters submitted by members of staff. The objective is to analyse stated reasons for resigning, and see whether there is a pattern from the given reasons for resigning.

1.10.3 Data Presentation and Analysis

Qualitative data analysis techniques will be used to analyse the filled-in questionnaire and interview sheets. According to Wegner (1998), data is best understood if presented in pictorial format, thus graphs, spreadsheets and figures will be used as forms of data presentation.

1.11 Scope Of The Study

This research study will be limited to the following establishment.

The research is taking place in a Southern African Country called Zimbabwe, Boarded on the north by Zambia, On the east by Mozambique, in the south is South Africa and in the west is Botswana. The Ministry of Public Works' Head Office is in Harare, along Herbert Chitepo Avenue. The Ministry's establishment is replicated at all the ten provinces of the country. The Head Office can be a representative of the Public Service, as it has a spectrum of almost all grades in the services starting from the General services grades, Human Resources, Accountants, Audit, Technical and Research grades to promotional grades such as Chief Engineers, Deputy Directors,
Directors and Principal Director. Confining the research to the Head Office will also minimise on transport costs for the researcher.

1.12 Thesis Outline

The final report shall be structured as follows:

Executive summary

Chapter 1 - Introduction or Background to the study
Chapter 2 - Literature Review
Chapter 3 - Research Methodology
Chapter 4 - Data Presentation and Analysis
Chapter 5 - Summary, Conclusions and Recommendations

References

Bibliography

Appendices

1.13 Definition Of Key Terms

Reward Management: The design implementation and maintenance of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organisation.

Human Resources Management: The management process of an organisation's workforce and entails attraction, selection, training, assessment and rewarding employees while overseeing organisational leadership and culture and ensuring compliance with labour laws.

Job Evaluation: The systematic way of determining the value of a job in relation to other jobs in an organisation. It is carried out to assess a job’s relative worth for the purpose of establishing a rational pay structure.

1.14 Research Limitations

The researcher encountered the following limitations and sufficiently addressed them in order to minimise the impact of the study.

a) During the research period, the researcher was transferred through promotion to Mutare. Work load and the new environment took a toll on the research process. To add to that the researcher was involved in the planning and implementation of the National referendum in March 2013 and the Harmonised Elections in July 2013. To address the limitation caused by lack of adequate time for the research process, the researcher deferred completion of the research from June 2013 to February 2014.

b) Official Secrecy Act – The researcher being a member of the Public Service Commission was bound by the provisions of the Official Secrecy Act. The researcher had to sought permission at every from the Secretary of Public Works, to access information necessary for the study.
1.13 Summary

The researcher focused on the context and the rationale of the research project. The chapter discussed the historical background of the Public Service Commission, the research problem and the research questions, the significance of the study, the objectives of the study, and the Research Methodology. The following chapter is going to review the literature on compensation management as espoused in the 2003 Public Service Job Evaluation exercise.
CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In the previous chapter the researcher discussed the background of the study and introduced Public Service Commission of the Government of Zimbabwe and went on to discuss the problem statement purpose of the study. Amongst other issues, he discussed the objectives of the study, stated the research questions, research proposition, and significance of the study and gave a brief on the research methodology, scope and delimitation of the study. In this chapter, the researcher will focus on the purpose of the study, sources of literature review and theoretical framework.

2.2 Purpose of The Study

This study has been prompted by the brain drain that is being experienced by the Public Service Commission of the Government of Zimbabwe. Notwithstanding the efforts of the Public Service Commission meant to curtail the brain drain from the Public Service, the levels of brain drain have continued to increase to unprecedented and unsustainable levels. Professionals including doctors, engineers, teachers, lecturers, nurses, financial experts and other skilled people are leaving the public service. Such continued loss of trained and experienced professionals from the public service is a growing concern as it is impacting negatively on the ability of the Public Service to provide quality service delivery to the members of the public and other related stakeholders.
As a way of responding to the challenges of losing trained, qualified and experienced staff, the Public Service Commission embarked on strategies to overcome brain-drain. Thus, in 2003, the Public Service Commission embarked on a job evaluation exercise which resulted in the development of a Public Service Compensation Policy. The main objective of the compensation policy was to transform the ways in which pay systems are managed and administered so as to eliminate salary distortions and also to be able to attract, retain and provide tangible rewards to personnel in the Public Service.

The survey’s principal objective is therefore, to evaluate the extent to which the reward management system that was implemented after the 2003 Public Service Job Evaluation, has gone in eliminating salary distortions in the service, attract and retain staff thereby improving the quality of service delivery by members of the public service.

2.3 Theoretical Framework

A theoretical framework is a collection of related concepts that guide the research to determine what issues the researcher will need to measure and/or statistical relationship to look for. It is used in deductive theory testing studies. Much like a scientific laboratory experiment, the researcher develops a theory then finds ways to research and measure the results instead of finding answers from scholars who have already done similar experiments and published their results.

Wikipedia Encyclopaedia further explains literature review as a body of text that aims to review the critical points of current knowledge on a particular topic.
Literature reviews are from secondary sources, and as such, do not report any new or original experimental work.

2.3.1 Motivation

In evaluating relevant literature various motivation theories that are related to reward management were analysed. The definition of motivation as given by Cole (1995:119) is that, "...it is a term used to describe these processes, both instinctive and rational, by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger human behaviour".

The tenets of the definition are that there is a stimulus (for example in the form of a physical drive or some social/intellectual need) that leads to an outcome, which either satisfies or fails to satisfy the original stimulus and leads to satisfaction or frustration. The figure below illustrates the relationship between a need and outcome.

![Figure 2.1 Basic Model of Motivation](image)

**Source:** E.A. Cole

According to Armstrong (2001) motivation is concerned with factors that influence people to behave in a certain way. A motivated person is involved in a good
directed behaviour. Motivation takes place when people expect that a course of action is likely to lead to the attainment of a goal, a value reward that satisfies that particular needs.

2.3.2 Frederick Herzberg Motivation Theory

Herzberg’s studies in 1959 concentrated on satisfaction at work. He said the best way to motivate someone is to organise the job so that doing it provides the feedback and challenge that helps satisfy the persons “higher level” needs for things like accomplishment and recognition. These needs are relatively insatiable, says Herzberg, so recognition and challenging work provide a sort of built-in motivation generator. Satisfying “lower level” needs for things like better pay and working conditions just keep the person from becoming dissatisfied.

2.3.3 Behavioural Theory

Behavioural theorists such as Skinner (1974) emphasize that the behaviour is learned from specific experience, types of behaviour are strengthened or weakened by the consequences of behaviour.

The weakness with the behaviourists is that they play down and even dismiss the significance of internal psychological factors and instinct. They are interested only in the external factors that directly influence behaviour. They believe that learning takes place mainly through the process of positive and negative reinforcement. The theory of behaviour modification attempts to explain how desirable employee behaviour can be encouraged.

The first set of theories considers that propositions that workers are motivated to satisfy their personal needs at their workplace.
Maslow believed that once one level of needs had been satisfied they no longer motivated the individual and other needs would become prominent.

Herzberg says the factor "hygiene" that satisfy lower-level needs are different from those 'motivators" that satisfy or partially satisfy higher level needs. If hygiene factors (factors outside the job itself, such as working conditions, salary and incentive pay) are inadequate, employees become dissatisfied. However, adding more of these "hygiene" factors (like incentives) to the job, supplying what Herzberg call extrinsic motivation, is an inferior way to try to motivate someone, because lower level needs are quickly satisfied. Instead of relying on hygiene, says Herzberg, the employer interested in creating a self motivated workforce should emphasize "job content" or motivator factors. Managers do this by enriching workers' job so that the jobs are more challenging and by providing feedback and recognition, thus make the job intrinsically motivating. Here the motivation come from within the person, and just doing the job provides the motivation.
2.3.3 Victor Vroom Motivation theory

Victor Vroom states that, in general, people won’t pursue rewards they find unattractive, or where the odds of success are very low.

He argues that a person’s motivation to exert some level of effort depends on three things: the person’s expectancy (in terms of probability) that his/her effort will lead to performance, instrumentality – the perceived connection (if any) between successful performance and actually obtaining the rewards, and valence, which represents the perceived value the person attaches to the reward. In Vroom’s theory, motivation is thus a product of the three things, expectancy, instrumentality and valence. If any one of the three is zero or inconsequential, there will be no motivation. Thus if employees do not expect that effort will produce performance, no motivation will occur. This means that management needs to ensure that their employees have the skills to do the job, and believe they can do the job. Secondly, Vroom’s theory suggests that employees must see the instrumentality of their efforts – they must believe that successful performances will in-fact lead to getting the reward.

Thirdly, the reward itself must be of value to the employee.

A number of theories on motivation have been proliferated over the years. The main motivation theories will be summarised in the table below.
<table>
<thead>
<tr>
<th>Theory</th>
<th>Theorist</th>
<th>Summary</th>
<th>Relevance to reward practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrumentality</td>
<td>Tylor/Skinner</td>
<td>People will be motivated to work if rewards and punishment are directly related to their performance</td>
<td>A crude and untenable rationale for performance related pay but may have some relevance to direct incentives such as piece work.</td>
</tr>
<tr>
<td>Needs</td>
<td>Maslow</td>
<td>A sequence of 5 needs exists, survival, safety, social, esteem and self fulfilment. A man is a wanting animal and needs at a higher level emerge when the lower needs has been satisfied.</td>
<td>No research evidence that a hierarchy of needs works as described. Little or no relevance to reward management except possibly that classification of needs helps to clarify areas for non-financial rewards.</td>
</tr>
<tr>
<td>Equity</td>
<td>Adams</td>
<td>People will be better motivated if they are treated equitably (i.e. dealt with impartially and fairly in comparison with others) and demotivated if they are treated inequitably (i.e. dealt with unfairly in comparison with others.</td>
<td>The theory provide a practical rational for the morally correct treatment of people's rewards impartially and fairly. It justifies the use of job evaluation and the need to adopt transparent reward policies and use performance management processes as a means of providing for fair reward decisions and explaining how they were made.</td>
</tr>
</tbody>
</table>
2.3.5 **Motivation And Money**

Gomez – Mejia et al (1995: 298) states that:

*While money is not the only part of an employee’s total compensation package it is the main component. Money is not the only thing that motivates employees, but many studies have shown that it is indeed a very important motivator. Employees work harder and are more dedicated to their jobs, when they perceive their compensation to be fair and competitive.*

It can be argued that money motivates because it is linked directly or indirectly with the satisfaction of money needs. An employee's pay cheque is certainly important for its purchasing power. Gomez – mejia (1995: 298) argues that, “In most societies, a person’s earnings serve as an indicator of power and prestige and are tied to feelings of self worth”.

However, Herzberg et al (1975) claimed that while lack of money may cause dissatisfaction, more, does not result in lasting satisfaction.

According to Kohn (1998), financial incentives do not motivate people. He claims that controlled scientific study have ever found a long term enhancement of the quality of work as a result of any reward system. He further argues that it is clear that the more companies use money to motivate people, the more they tend to lose interest in whatever they had to do to get rewards. The more the salient and reinforcing the reward were, the more it erodes intrinsic interest.

Pfetter (1998) also contends that people work for money but they work even more for meaning in their lives. He further argues that people work for fun and companies that ignore this fact will pay the price in lack of commitment
and loyalty. He believes that pay cannot substitute for the working environment high on trust, fun and meaningful work.

It can be argued that extrinsic rewards provided by an employer including pay is important in attracting and retaining employees but for limited periods. Intrinsic rewards related to responsibility, achievement and the work itself may have a deeper impact on motivation.

2.3.6 Classical Economic Competition Theory

The classical economic competition theory as espoused by Armstrong (1990) states that pay levels in labour markets are determined by supply and demand, other things being equal. If the supply of labour exceeds demand, pay levels go down and if demand exceeds supply, levels go up. Pay rates stabilises when demand equals supply. There will be “market clearing” and “market equilibrium wages”

Poels (1997) contends that a whole salary structure must be competitive to the environment (the external market) with which the organisation compares itself. When a skill is scarce, companies usually increase salaries and wages for its employees in order to retain such critical staff or to entice those from other organisations.

The classical economic competition theory is based on the premise that “other things are equal” and that a perfect market for labour exists. In the real world, “other things” are never equal and there is no such thing as a universally perfect market, that is one in which everyone knows what the
going rate is. There is free movement of labour within the market and there are no monopolistic or other forces interfering with the normal process of supply and demand. Imperfections in the market exist because of poor information, lack of opportunity and mobility. Imperfections also arise depending on the bargaining power the trade unions have. They always will attempt to pressurize managements into increasing pay by at least the amount above inflation levels.

However, notwithstanding the above criticism of the theory, the significance of the classical economic theory is that it focuses attention on external pressures and the perceived need for "competitive pay" that is pay which matches or exceeds market rates. It is used as a justification for concentrating an external equity in the belief that "a job is worth what the market says it is worth".

2.3.7 Human Capital Theory

Ehrenberg and Smith (1994) stated that human capital theory conceptualizes workers as embodying a set of skills which can be "rented out" to employers. The knowledge and skills a worker has, which come from education and training, including the training that experience brings, generate certain stock of productive capital. For an employee, the returns of human capital investment are higher level earnings, greater job satisfaction and at one time the belief that security of employment is assured. For the employer, the return on investment in human capital is improved performance, productivity,
flexibility and the capacity to innovate, resulting from an enlarged skill base and increasing level of competence.

The implication of the human capital theory is that investment in people increases their value both to the firm and other employers. Individuals expect a return on their investment and firms recognize that greater value of their employees should be rewarded. Human capital theory encourages the use of skill based on competence related pay as a method of reward. It also underpins the concept of individual market worth which indicates that individuals have their own value in the market place which they acquire and increase through investment by their employer and themselves in extra expertise and competence through training, development and experience. The market worth of individuals may be considerably higher than the market rate for their jobs and if they are not rewarded accordingly, they may take talents elsewhere.

2.3.8 Agency Theory

The agency theory in its purest form recognizes that in most firms, there is a separation between owners (principals) and the agents (the managers). However, the principals may not have complete control over their agents. The latter may therefore act in ways which are not fully revealed to their principals and which may not be in accordance with the wishes of those principals. The agency theory in employment relationship may be regarded as a contract between a principal (the employer) and the agent (the
employee). The pay aspect of the contract is the means used by the principals to motivate the agent to work to the satisfaction of the principals. According to the theory, what remains is to ensure that the agents do what they are told to do. In order to clear up the ambiguities, the principals set objectives and monitor performance to ensure objectives are achieved. The agency theory also suggests the desirability of a system of incentives to reward acceptable behaviour. This process of “incentive alignment” consists of paying measurable results which are deemed to be in the best interest of the owners of the firm. Such incentive systems track outcomes in the shape of quantifiable indices of the firms’ performance such as earnings per share than the activities that led up to them.

2.3.9 Compensation Management in the PSC

The compensation management in the Zimbabwe Public Service is premised on the Compensation Policy for the Zimbabwe Public Service which provides a frame work upon which members of the Public Service are remunerated. The policy came into effect in July 2003. The main objective of the compensation is the implementation of an equitable, transparent and competitive compensation system that is meant to attract and retain the best performing members of the Public Service of Zimbabwe. The compensation policy has the guiding principles that it must be able to attract and retain personnel. Pay, benefits, allowances and pension schemes These are part of the conditions of service that are paid to employees for services rendered to the Zimbabwean Public Service.

2.3.9.1 Salaries And Allowances

According to Bates (1996), a salary is large basic pay that is commensurate with duties undertaken. There is a criteria for progression in determining the level of salary of a member in the Public Service. A members progression
within the grade and beyond is determined by his/her performance. On fulfilling set criteria in terms of the relevant appointment procedures, members move from one salary step to the next step or one grade to another within the relevant salary key scale. The members move through advancements, promotions, or re-grading and the system put more emphasis on years of experience and passing interviews. Allowances are paid to members on the basis of various justifications. Members are paid housing allowance to assist them meet part of their accommodation expenses. Deputy Secretary Director and Under Secretary Deputy Director and their equivalents are paid representation allowance, which is meant to assist members to represent the government at various fora and to project a positive image of the Government. Some allowances are paid across grades at different rates while others are paid to specific grades.

2.3.9.2 Employee Benefits

According to Armstrong (1991) employee benefits are categorized as tangible and intangible. He describes intangible benefits as elements of remuneration given in addition to the various forms of cash and elements which are strictly remuneration, such as annual holidays.

He further defines intangible benefits as elements which can provide equally and in some cases more important means of increasing the commitment of employees to the organisation than the tangible benefits and which are frequently strongly related to the need for personal recognition and the desire to go on learning and developing.

Cheminius et al (1998) explain that benefits and services are referred to as indirect compensation, because they are usually extended as a condition of employment and are directly linked to performance. Some benefits are required by law to be given by the employer while others are negotiated for, by the staff associations.
The following are the benefits that are offered by the Public Service to its employees:

**Transport** – As a way of improving provision of transport services to members of the Public Service, the Public Service Commission runs a revolving transport Purchasing fund which is administered by the Central mechanical Equipment Department, Private Limited (CMED Pvt Ltd) The PSC runs a fleet of buses that ferry public servant to and from work for free.

Members of the Public Service are also granted bicycle, motor cycle and motor vehicle loans from the fund with a repayment period of seven years (7) years at an interest rate of 15%. The loans assist the Public Service workforce to purchase a mode of transport for use in the execution of their duties.

Where the Head of Ministry sees the need for some members within their Ministry, to use official vehicles after hours, during weekends and public holidays, such members may be granted authority by the Public Service Commission. Where such authority is granted, transport allowance is withdrawn.

Personal Issue Vehicles (also known as company cars) are issued to Directors and equivalent grades and the type of car is specified in the regulation. Cost of fuel and servicing of the vehicle is covered by the employer. Bowey (1989) contends that company cars are a significant benefit for management and can be used as retention strategy. He contends cars are a mark of managerial status.

**Accommodation:** The Ministry of National Housing and Social Amenities operates a scheme where it offers guarantees to building societies, which may wish to grant housing loans to Public Servants. Through the same Ministry, the Government owns houses and flats country wide, which house members of the Public Service.
Medical Aid Scheme: The Public Service Commission contributes 60% of the medical aid fund and the employee pays 40%. The number of dependants on the scheme is not limited.

Training and development Assistance: Public service employees who embark on studies that are relevant to their current duties can apply for a training loan, administered by Ministry of Public Service. Members can also pursue studies through a grant offered by their Ministries, where on completion the beneficiaries are bonded to Government.

Funeral Assistance: The Public Service runs a funeral assistance scheme. The amount is paid to beneficiaries upon the death of a member. Members also contribute for the National Social Security Authority (NSSA) Funeral Assistance.

State Service Pension Scheme: - The Public Service runs Pension Scheme to which every member of the service contributes. Pension is one of the most important benefits an employee gets as it provides a reasonable level of security for employees. It provides income upon retirement for the employee and his/her dependants. A good pension scheme demonstrates that the company has long term interest of the employees.

Leave days: - The Public Service Commission remunerates its employees for time not worked. Members are paid while on leave, to attend to illness of children, writing examinations and while on public holiday.

Annual Bonus: The provision of bonus payment to reward high performance continues to be an important area of interest in remuneration management. Many organisations are providing increased emphasis to the provision of performance bonuses as a way of rewarding performance. Such developments can have a real benefit for the organisation and employees, provided that there is a clear link between performance of the
individual and the payment made. All too often however, that link would seem to be incidental with the link between bonus payments and company performance still rather more perceived than real.

Dates (1996:212) argues that, "Annual bonus do not encourage improved performance and productivity, profit related payments, productivity bonuses and share ownership schemes are more motivating and result in greater benefits to the organisation in terms of increased productivity".

2.3.10 Compensation and corporate culture
Dwivedi: (2005:699) defines corporate culture, "... as the system of shared beliefs and values which arises within a business setting and guides the behaviour of members".
Corporate culture manifests itself as "the way things are done here" Its values include beliefs about how well people should be rewarded and the extent to which excellence as a goal can and should be achieved by paying for performance.

Reward policies must be consistent with corporate culture and the policies must also be relevant to the situation in which the company currently exists and the direction in which it plans to go. Thus the reward policies should be the basis of remuneration strategies which are integrated with strategic plans of the company. Reward policies, strategies and procedures vary according to type of company, its environment and culture as explained below:

i) A large bureaucratic company may feel comfortable with a graded salary structure and highly formalized job evaluation, salary survey, performance review and salary administration procedures.

ii) A smaller more loosely organised company, especially one which is growing and changing rapidly, will not want to over formalize its procedures. It will need flexibility to respond to change quickly.
iii) An autocratic style will result in control from the top with no participation in formulation of policies and as little disclosure of information by the company as possible.

iv) A more democratic style will see greater delegation of authority, participation and openness.

v) A strong union or staff association may force consultation, full disclosure and a formally defined structure.

vi) An entrepreneurial company needing top quality personnel who are in short supply and on whom heavy demands will be made may be happy to pay well over the odds if it gets the people it wants.

vii) A company which offers security and prestige and is not in the market for high flyers may settle for pay rates around average.

2.3.11 Reward Management and Job evaluation

Cole (1997:131) defines job evaluation as,“.....systematic comparison between jobs to access their relative worth, for the purpose of establishing a rational pay structure”. According to Bates (1996:185) Job evaluation is,”... a means of measuring jobs relative to other jobs within the organisation, rating and/or ranking them, and grouping them according to similar criteria in terms of job evaluation system used”. Thus job evaluation is the process of creating a hierarchy that establishes the worth of each job to the organisation and typically is based on the jobs content (such as the skill needed, job duties and working conditions) or its external market value and not on the abilities of the individual performing the job.

In essence job evaluation aims to reduce radiance on arbitrary methods of pay determination by introducing an element of objectivity in the way jobs are compared.

According to Armstrong and Murlis (1988) job evaluation is a system of comparing different jobs to provide a basis for grading and determining a pay structure. The main objective of job evaluation is to simplify and make
rational the haphazard and sometimes chaotic pay relationships which can result from chance favouritism and individual assessment of the value of jobs. Cole (1997:131) argues that, "the purpose of job evaluation is to produce a defensible ranking of jobs on which rational and acceptable pay structure can be built.

Job evaluation is normally concerned with internal equity and fairness in rewarding employees. A cornerstone of good employee relations is the paying of what the employee believes reflects his/her level of responsibility as compared with those of other employees.

An analysis of market rates will also provide information needed to ensure that reward management system is competitive but still being necessary to maintain a pay structure into which jobs can be slotted according to their relative value without salaries and benefits to attract and retain skilled workers, which an organisation cannot survive without. External is vital for a company to consider itself to be successful and a leader in its field of influence.

Whilst the above is the justification for embarking on a job evaluation, organisation in formulating a reward system need to look into much more factors. As illustrated below.

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**Fig 3: What companies pay for**

Source: M.R. Carrell
2.3.12 Pay Structures

Jobs may be placed in graded structures according to their relative size as determined by the outcome of the job evaluation exercise.

In such a structure, pay is influenced by market and pay ranges attached to grades, pay structures provide a framework for managing base pay and often other aspects of rewards.

An analysis of Public Service Literature on job evaluation revealed that the exercise involved developing job profiles using the develop a curriculum (DACUM) method. The job profiles were used for grading purposes. In coming up with profiles, the job holders were invited to explain in detail the job content and processes involved in each job. The job profiles were then used as a basis for grading jobs in the Public Service and subsequently to determine compensation in order to address imbalances that characterised the salary and remuneration structure of the Public Service. Whilst the profiles could be used as a tool for recruitment, assessment for employment suitability, promotion, training and development and performance management, the Public Service Commission embarked on the job evaluation mainly to develop job profiles that could be used for job grading and ultimately come up with an appropriate and broadly accepted compensation structure.

2.3.13 Job evaluation system used in Zimbabwe

Three most commonly used job evaluation systems are

a) The Paterson system (now known as Decision Band Method (DBM))
b) The Castellion System
c) The Peromnes

The DBM is a grade definition system whereby all jobs in an organisation are measured and compared in terms of a single factor, namely, decision making. Paterson defined six decision bands into which he believed all jobs will fit. These bands are:
Band A: Defined decisions (Unskilled level)
Band B: Automatic decisions (Semi-skilled level)
Band C: Routine decisions (Skilled technician level)
Band D: Interpretive decisions (Middle management)
Band E: Programming decisions (Senior management)
Band F: Policy making decision (Top management)

With the exception of Band A, all bands were divided into two grades, the upper level, is provided for jobs whose incumbents supervise jobs that are graded in the same band.

The Castellion system is a combination of factor comparison and points rating methods. The six factors measured are:

- Decision making
- Pressure of work
- Controls and checks
- Consequence of error
- Education
- Experience

Each of these factors is defined and broken down into various levels against which points are allocated. The total number of points is calculated for each job and grades are awarded according to the total score. The system uses 16 grades usually grade 1 being the highest.

The Peromnes system was derived from the Castellion system and evaluates eight factors which, it is believed, can be applied to any job in an organisation.

The eight factors which are examined are:

- Problem solving
- Consequence of work
- Pressure of work
• Job knowledge
• Job impact
• Comprehension
• Education
• Experience

2.3.14 Rewards for Performance

Performance management is a tool, which ensures that the employees work and output, is in line with organisation’s long term goals and objectives. Performance management entails establishment of reward mechanism for high -performing employees.

The performance appraisal is a systematic evaluation of individuals in respect with their performance on the job and potential for development. Brown and Armstrong (1990) commented that “the goals of performance related pay schemes were often not clear, agreed or accepted (nor even performance related in some cases) and even more critically, the schemes did not operate in practice as intended.

One objection to performance related pay is that it was solely concerned with outputs. The belief that people should be rewarded for their skills or competence (their output) led to the interest of the competence related pay. More recently it has been recognised that people should be paid for both outputs (results) and their inputs (competence).

One anonymous finance manager wrote:

"Performance in our setting is much more complex that a decision relating to 5 smart objectives. Often, the most measureable is the most meaningful..........contribution talks to a broader series of outcomes, is easier to relate to corporate values, encompasses enthusiasm, future capability and team work.......... It relates to discretionary effort, rather than the sort of narrow minded, individual, short term results focus which stifle innovation in many organisation."

The key metrics in the above argument therefore is not only people performing steadily in tier jobs but recognition of people who are making excellent contribution in terms of their performance and improvements in skills and competencies. Such a
new dimension in pay structures provides a greater scope to reward and develop contribution to the company goals and objectives.

Fig 4: 4 Company Goals and Reward management

Fig 5: Reward Strategy and Performance

Source: M. Armstrong (2001)

It can therefore be observed that reward strategy of a company should be intertwined to the performance of the company. Any company that anticipates competing effectively on the labour market should have a reward strategy that focuses on the corporate plan of the company.

The review of related literature in the Public Services reveals that pay is based on grading and there should be performance related pay paid annually. This is based on the appraisals with a rating scale of 1 to 5 which stands as follows:

5 - Clearly exceeds/outstanding performance – contributes more
4 - Above average- completes all assigned objectives
3 - Satisfactory – meets basic requirements
2 - Below minimal basic requirements – falls marginally short of basic requirements
1 - Fails to meet requirements – clearly falls far below basic requirements.
2.3.15 Reward management and the Laws

Zimbabwe has ratified the International Labour Organisation (ILO) conventions (codes and practices) on the right of the worker to bargain for conditions of service. This right is enshrined in Part X of the Labour Act (Section 74) as amended which states that:

Subject to this Act and the competence and authority of the parties, trade unions and employers or employers organisations may negotiate collective bargaining agreements as to any conditions of employment which are of mutual interest to the parties thereto.

2.3.16 Skills migration management strategy

Research has revealed that Zimbabwe and the Public Service has been affected by skills migration towards other countries, inside and outside the region, affecting service delivery in public institutions like hospitals, schools, technical fields and the general administration of the Public Service.

The International Organisation Migration (IOM) revealed that in 2005 there were approximately 191 million migrants globally and half are economically active. It has also been studied that migrants contribute an estimated US$2 billion to the economies of the countries in which they work. According to the World bank, in 2005 remittances to migrants’ home countries were estimated to be more than US$170 billion, a figure which is a source of external funding for developing countries like Zimbabwe.

Remittances and returns by migrant workers have implications on poverty reduction and increasing financial stability to recipient countries. There is evidence that such remittances are more stable and consistent sources of external funding than any other source.

However, it has been revealed that the government of Zimbabwe does not have a piece of legislation to have organised recruitment and migration by the skilled workers hence some professionals who migrate individually end up taking menial jobs in receiving countries, where in most cases some are subjected to inhuman treatment.
2.3.17 The future of reward management

Organisations including those in the Public Sector should cease to consider salary administration as adjunct to main stream personnel management activities. Reward management should be an integral part of human Resources management with its stress on the strategic nature of human resource management as a means of influencing and achieving organisational objectives.
This can be achieved in the following ways:

i) Management of culture –reward management policies and systems will not only reflect the corporate structure, but will also help shape it.

ii) Performance management – reward management procedures will be geared to the improvement of individual and team. Job descriptions as a static list of jobs will disappear to be replaced by job statements which will set out accountabilities and emphasise the dynamic aspects of the job.

iii) Career management – pay progression and career progression will be planned together so that curves can be used to map out career patterns, identifying key points where the achievement of certain levels of expertise need to be rewarded appropriately in terms of additional responsibility as well as more pay.

iv) Thus reward management linked to these fundamental aspects of human resources management will play a pivotal role in the improvement of organizational effectiveness and efficiency.
2.3.18 Changing trends in reward system

Table 2.2 Changing trends in reward system

<table>
<thead>
<tr>
<th>Old system</th>
<th>New system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on financial reward</td>
<td>Focus on total reward</td>
</tr>
<tr>
<td>Reactive pay</td>
<td>Strategic pay</td>
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<tr>
<td>Administrative pay</td>
<td>Business driven pay</td>
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<tr>
<td>Stand alone pay system</td>
<td>Integrated pay and human resource process</td>
</tr>
<tr>
<td>Hierarchical structure</td>
<td>Lateral/continous development focus</td>
</tr>
<tr>
<td>Pay for performance</td>
<td>Pay for contribution</td>
</tr>
<tr>
<td>Priority driven to internal equity</td>
<td>Market driven</td>
</tr>
<tr>
<td>Job centred</td>
<td>People centre</td>
</tr>
<tr>
<td>Imposed ‘best practice’</td>
<td>Contingency/cultural fit</td>
</tr>
<tr>
<td>Human resources control</td>
<td>Devolution to the line manager</td>
</tr>
<tr>
<td>Human resources control</td>
<td>Devolution to the line manager</td>
</tr>
<tr>
<td>Pay spines/multigraded structures</td>
<td>Broad banded family structure</td>
</tr>
</tbody>
</table>

Source; M. Armstrong (2001)

2.4 SUMMARY

The researcher focused on the focus of the study, where a discussion on the justification of the study was undertaken. The chapter went on discuss the sources of literature review and to give an in depth discussion of related literature. The following chapter is going to discuss on the Research Methodology that was used in the research process.
CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction
In the previous chapter the researcher discussed reviewed related literature, the purpose of the study and sources of literature reviewed. The researcher also discussed related literature. In this chapter the researcher will discuss the research design, the research subjects and research instruments, the various data collection methods and data presentation and analysis procedures. According to Copper (1999), research methodology is wherein the researcher explicitly defines the target population being studied and the sampling methods used.

3.2 Research Design
Polit (1999:155), describes research design as a blue print, or outline for conducting the study, in such a way that maximum control will be executed over factors that could interfere with the validity of the research results. The research design is the researchers Överall plan for obtaining answers to the research questions guiding the study. Labovitz (1976), defines research design as that which designates the logical manner in which individuals or other units are compared and analysed. It is the interpretations from data. Marais (1994), further defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The
The purpose of a design is to ensure a comparison that is not subject to alternative interpretations.

Christensen (1994) states that when a researcher discusses the research design, he talks about the outline, plan or strategy used to investigate the problem or to obtain answers to research questions and control variance or unwanted variations. It therefore means that whatever design is used in the research, it should be contemplated ensuring that the evidence obtained enables the researcher to answer the initial questions as unequivocally as is possible and valuable to the end user of the research findings and recommendations.

Cooper (199:30) explains that,

*The research design constitutes the blue print for collection of data, measurement and analysis of data. The research design is the plan and structure of investigation so conceived as to obtain answers to research questions.*

Thus, it shows that the design is a plan for selecting the sources and types of information used to answer the research question. It also shows that it is a framework for specifying the relationships among the study's variables. It was against this background that a case study research design was used in evaluating the impact of the reward management used in the Zimbabwe Public Service.

This research adopted the descriptive research design. Skinner (1990) defined a descriptive design as a plan undertaken when researchers recognize that they must understand the characteristics of certain phenomena underlying a particular
problem. Christensen (1994) further defines descriptive research design as a technique that provides a picture of a particular situation, event or set of events. It does not try to ferret out a cause–effect relationship as in experimental research but instead attempts to identify variables that exist in a given situation and at times describes the relationship that exist between these variables. Copper (1999) further explains that a descriptive study’s objective is to learn who, what, when, where and how of a topic. He further explains that a descriptive study concerns a hypothesis in which the researcher asks about or states something about the size, form, distribution or existence of a variable.

The variables in this research were salary levels, skills flight, cost of living, job security, job variability and the general perception of the stakeholders of the conditions of service. The stakeholders, who are job holders, were therefore involved to provide data for the research. Since the overall objective of this research was to collect data that allowed for identifying meaningful relationships, establishing the existence of the differences or verifying validity, a descriptive design was regarded as the best to satisfy these factors. Resultantly, both qualitative and quantitative data were used. This concurs with White (2009), who explains that a case study is a qualitative form of research but also applying quantitative forms. In using triangulation, i.e. both qualitative and quantitative methods the researcher was able to give a clearer picture on the effectiveness and efficiency of the reward management system used by the Public Service of Zimbabwe.
3.3 Research Population

A research population is a well-defined collection of individuals or objects known to have similar characteristics. This population is the main focus of a scientific query. The research population for this study comprised all the members of staff employed by the Ministry of Public Works stationed at their Head Office. Eligibility criteria specify the characteristics that people in the population must possess in order to be included in the study. In this study, the participants were members of staff who were stationed at the Ministry’s Head Office in Harare.

3.3.2 Research Sample

A sample is a portion, piece or segment that is representative of a whole. Shaughness et al (2000) define a sample as something less than all the cases of interest. In a survey research this will be a subset of population actually drawn from the sampling frame. Cooper (1999) further defines a sample as part of the target population, carefully selected to represent that population. Since this research was interested in analysing the effectiveness and efficiency of the reward system in the Public Service, members of the Ministry of Public Works constituted a population of interest. They were affected by the specific information of the reward management in the Public Service which was the centre of the research. The population was inclusive of all grades in the Ministry.

The sample for this research comprised professionals employed by the Ministry of Public Works, a Ministry that is affected by brain drain. The professionals’ skills were highly on demand on the job market. The effectiveness of the reward management
system can be measured through the impact on these professionals, Engineers, Architects, Technicians, and Accountants.

The purpose of sampling was to provide various types of statistical information of a qualitative or quantitative nature about the whole by examining a few selected units. The sampling method was the scientific procedure of selecting those sampling units which would provide the required estimates with associated margins of uncertainty, arising from examining only a part and not the whole. In reality, there was simply not enough time, energy, money, labour or equipment to measure every single item within the parent population or whole sampling frame. Therefore, an appropriate sampling strategy was adopted to obtain a representative and statistically valid sample of the whole. In this research, it was necessary to study a sample due to time constraints, as studying a population of 219 000 members would not have been feasible within the given time for this research.

3.3.3 Sampling Frame

Bless (1995) defines a sampling frame as specific listing of all members of the population of interest an operational definition of the population. The sampling frame used in this research was obtained from the Salary Service Bureau (SSB). This was a list of professionals who were employed by the Ministry of Public Works, stationed at the Head Office.
3.3.4 Sampling And Sampling Procedure

Jankowicz (1998:155) defines sampling as, "The deliberate choice of a number of people, the sample, who are to provide you with data from which you will draw conclusions about some larger group, the population, whom these people represent." Stratified random sampling technique is one sampling technique, which the researcher used. This technique was appropriate in that skilled former civil servants were not easily identifiable and locatable. Those who were locatable and accessible were part of the sample frame. Booma (1995) points out that the method of selecting a sample is of importance to the whole research process as it determines the extent to which findings can be generalized. To ensure the generazability of the sample, there was need to select the sample carefully by defining it as well as choosing and applying appropriate sampling techniques.

According to Cooper (1999), random or probability sampling happens when there is deliberate and explicit selection of respondents into the sample from the population, made in advance of data gathering. This was done to eliminate bias. Probability sampling was the method of choice. The sample members were chosen at random so that each population member had a chance of being selected. Non-random sampling or non-probability sampling includes selecting population elements that are unknown. In so doing the researcher used purposive sampling, wherein elements selected for the sample were professionals only. A sample consisting of Engineers, Accountants, Auditors and Technicians was regarded as representative of the population. Thus, the sampling procedure was ideal for this research.
3.4 Research Instruments

A couple of research instruments were used to collect data. Data was collected through the administration of a questionnaire and carrying out of telephone and face to face interviews.

3.4.1 Questionnaire

The main research instrument used in the collecting of primary data for the study was a structured questionnaire. A questionnaire is an instrument comprised of a series of questions that are filled in by a respondent. The questionnaire for this study was designed to include only closed ended questions. Some of the questions were designed on the Likert scale (with a ranking on a 5 point scale depending on the strength of the respondent’s opinion according to the degree to which they agree or disagree with a given statement.)

3.4.1.1 Advantages of the Questionnaire Method

Each participant entered his/her responses on the questionnaire, saving the researcher time, compared to the time required to conduct personal interviews. Knowledge, opinions, motivations and intentions regarding the reward management in the Public Service could be obtained through the administration of a questionnaire. It is a versatile instrument that allowed the researcher to get relative data to most issues. The researcher was able to cover a large number of respondents at minimum cost and within a short period of time. Respondents feel they remain anonymous and therefore can express themselves without fear of identification.
3.4.1.2 Disadvantages of the Questionnaire Method

The major disadvantage of using a questionnaire was that some questions appeared complicated to some of the respondents. In such cases, such respondents ignored to answer such questions. In a questionnaire, there is no opportunity to explain further on questions to make them more understandable to respondents.

3.4.2 Structured Interview

The researcher also used structured interviews to gather data. The structured interviews allowed for flexibility in interacting with respondents, which was an advantage over a questionnaire. They offered room for re-wording or re-ordering of questions. It was possible to offer clarifications and make follow up on questions. However, the inherent biases of errors of completion, misinterpreting correctly non-verbal responses, offering leading questions have been cited by many authors including Saunders (2003) and Wagner (1998).

3.4.3 Personal interviews

This method was vital in gathering information from a sample that was representative of higher grades, a sample with a small population, but whose views were vital in coming up with data on brain drain indicators, perception and attitudes on reward management.

3.5 Data Collection Procedures

Data is defined as information obtained during the course of an investigation or study. In this study, questionnaires were used to obtain data relevant to the study’s
objectives and research questions. Data collection methods refers to devices used to collect data such as, questionnaire, structured interview, schedules and checklists.

3.5.1 Pilot Survey

As recommended by Saunders, the reliability and validity of the questionnaire is pre-tested by a pilot study. The researcher ran a pilot survey in order to test the questionnaire on a small sample of members employed by the Ministry of Transport and communication. The main aim was to detect any flaws in the questioning techniques so as to correct these prior to the main survey. This pilot survey was to reveal and correct the weaknesses, the ambiguity, redundancy and lack of clarity on the questions. All members used in the pilot survey managed to complete the questionnaire in less than 25 minutes and they understood the questions.

3.5.2 Reliability of the research Instrument

Reliability refers to the degree of consistency or accuracy with which the attribute it is designed to measure, according to Polit (1997:296). If a study and its results are reliable, it means that the same results would be replicated by other researchers using the same method.

3.5.3 Validity of the research instrument

A point to note is that a measure can be perfectly reliable and yet not be valid. According to Uys, (1991:80), validity refers,"... to the degree to which an instrument measures what it is supposed to be measuring". Validity can be sub – categorized as internal and external validity.
3.5.3.1 Internal Validity

Internal validity addresses how valid it is to make causal inferences about intervention in the study. The most common threats to internal validity were selection bias, history, differential attrition and regression towards the mean. The researcher had to adopt random sampling method to reduce the effects of internal validity.

3.5.3.2 External Validity

Burns (1991:191) describes external validity as, "the extent to which the results can be generalized beyond the sample used in the study“. Thus, a study’s external validity is both dependent on, and at odds with, internal validity. A study that has little, to no internal validity, cannot claim a causal effect of an intervention, and thus, cannot be generalized. In order to strengthen internal validity, the researcher had to focus on members of the Ministry of Public Works, i.e. a specific population.

3.6 Data Presentation and Analysis

According to Wagner (1998), data is best understood if presented in pictorial format. As a result, different types of graphs were used as forms of data presentation. Qualitative data analysis techniques were used to analyse questionnaire copies and interview sheets.
3.7 Summary

The researcher focussed on the research design and went on to discuss the research population and the various sampling methods. The chapter discussed the research instruments used in the collection of data, the data collection procedures and the data presentation and analysis methods used. The following chapter discusses the data presentation processes.
CHAPTER 4
DATA PRESENTATION AND ANALYSIS

4.1 Introduction

In the previous chapter the researcher provided details of the research methods i.e qualitative, descriptive and explanatory methods that was employed. The researcher gave an explanation as to why that design was suitable and went on to outline the research design, research subjects, research instruments, data collection methods, data presentation and analysis procedures. This Chapter presents the detailed analysis of the survey. It provides a review of the data collection procedures, the methods of analysis and the results of the study. Data analysis and graphical presentations of the data are also presented.

4.2 Data Presentation and Analysis Process.

4.2.1 Analyses of the respondent's profiles

Of the 120 questionnaire copies that were distributed, 104 were completed and returned, representing a response rate of 87%. There was a 100% response rate for the face to face interviews as the researcher managed to carry out the 8 interviews with senior managers in the Ministry. With such high response rates, the researcher went on to analyse the findings.
Respondents’ years of Service.

The results showed the highest percentage of responses were within 1-5 years of service followed by those within one year of service. Those were mainly young professionals who had just completed their education, recent graduates who were still learning their careers. The third highest group of responses was that between 15-20 years of service. Those were mainly family members with children of school going age, members who are now looking up for security of employment from the Public Service.

The analysis revealed that there were a correlation between age and termination from the service. Mainly newly graduate employees left the Public service within five years in service.

**Table 4.1 Respondents’ periods in service.**

<table>
<thead>
<tr>
<th>Years in service</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(0-1)</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>1-5</td>
<td>33</td>
<td>33</td>
<td>55</td>
</tr>
<tr>
<td>10-15</td>
<td>16</td>
<td>16</td>
<td>71</td>
</tr>
<tr>
<td>15-20</td>
<td>19</td>
<td>19</td>
<td>90</td>
</tr>
<tr>
<td>&gt;20</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>104</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Survey Data 2013*

4.2.2 Vacancy levels within the Ministry

The statistics on the vacancy situation in the Ministry of Public Works revealed that there was a high labour turnover. Table 4.2 shows the vacancy situation in all the core disciplines of the Ministry. It should be noted that all grades in question were all
professionals following the implementation of the job evaluation exercise conducted by the Public Service Commission in 2003.

Research revealed that the posts were vacant either due to resignations, death and discharge and the lack of qualified candidates to take up the posts. Though there had been a freeze of employment by the Public Service Commission, the Ministry had often been allowed to recruit and fill vacant posts. Posts for Architecture, Quantity Surveyors had vacancy rates averaging above 50% for the previous ten years.

**Table 4.2 Vacancies for Core Posts at Head Office.**

<table>
<thead>
<tr>
<th>Discipline</th>
<th>No of Posts</th>
<th>Post Held</th>
<th>Vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Architect</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Architects</td>
<td>28</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>Architectural</td>
<td>28</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Technicians</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Engineers</td>
<td>8</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Engineers</td>
<td>38</td>
<td>14</td>
<td>24</td>
</tr>
<tr>
<td>Quantity Surveyors</td>
<td>10</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Research Officers</td>
<td>7</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

*Source: Ministry of Public Works Human Resources Records (2013).*

The posts indicated in table 4.2 are the core posts for the existence of the Ministry of Public Works. As shown from the table, the vacancy rate was very high especially for architects and engineers. This high vacancy rate had a negative impact on service delivery as these are the essential human resources required to carry out the mandate of the Ministry. Brain drain therefore, was a major challenge to the nation.

From the interview conducted, it was established that for more than a decade the Ministry had failed to employ and retain at least a third of the required Architects at
any given time. It was also revealed that the attrition rate in those posts affected service delivery especially in project management. Most projects experience a set of different design teams during a two year period. Thus, projects suffer in their execution at different stages of its implementation, as it had a different set of engineers and architects who might not have had the same vision with those at its inception stage.

4.3 Conditions of Service

The research sought to find out what respondents felt about the conditions of service in the Public Service. Thirty seven and a half percent of the respondents felt the conditions of service were very poor, followed by 32.6% who felt they were just poor. Thus, about 68% of the respondents place the conditions of service as not conducive. Twenty seven percent of the respondents felt the conditions of service were good and 3.3% felt the conditions of service were very good.

4.3.1 The impact of salary on conditions of service.

The research sought to reveal if salary had an effect on the conditions of service to members of the Public Service. Seventy percent of the respondents felt that salary does have an effect on the conditions of service and 7% felt that salary had minimal effect on the conditions of service. Through the face to face interviews respondents felt the salaries prevailing in the Public Service were not commensurate with the level of education members had and the work provided. Respondents felt that the salaries offered were far below the poverty datum line, as calculated by Zimbabwe Statistics for a family of six. They reasoned that as a result of very low salaries,
members often had to carry out some private activities to raise money to make ends meet and that affect the service delivery of the Ministry.

**Table 4.3 The impact of salary on condition of service.**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Poor</td>
<td>39</td>
<td>37.5</td>
<td>37.5</td>
</tr>
<tr>
<td>Poor</td>
<td>34</td>
<td>32.69</td>
<td>70.19</td>
</tr>
<tr>
<td>Good</td>
<td>28</td>
<td>26.92</td>
<td>97.11</td>
</tr>
<tr>
<td>Very Good</td>
<td>3</td>
<td>2.88</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Survey data 2013*

Gomez and Mejia (1995:298) argues that, “In most societies, a person’s earnings serves as an indicator of power and prestige and is tied to feelings of self worth.” They went on to state that money was not only part of an employee’s total compensation package but it was the main component, and that money was the main motivator. Gomez and Mejia identified a very important aspect that defines why service delivery in the private sector is low as comparable to other sectors. They noted that employees work harder and were more dedicated to their jobs, when they perceived their compensation to be fair and competitive. A cumulative 70% of the respondents views the salary they received to be poor. That therefore, reflect on the motivation levels of the respondents which in the case was quite low.

**4.3.2 Impact of the availability of Insurance Cover.**

The research revealed that the availability of Insurance cover was not a topical issue on the conditions of service. Twenty four percent of the respondents felt very highly that the availability of insurance over had an influence on conditions of service whilst 29% felt that had minimal effects on the conditions of service. Respondents in the
face to face interviews acknowledged the lack of any kind of insurance cover for members except for the National Social Security Authority which covered the whole nation. The respondents however, felt the issue of insurance cover had minimal effects on the conditions of service as 58% felt that members could afford adequate cover through private insurance players in the industry.

![Pie chart](image)

**Fig 4.1** Impact of the Political Climate

*Source: Survey data 2013*

Thirty four percent of the respondents felt highly that a political climate had an effect on the conditions of service. Fifteen percent of the respondents felt that the political climate had no effect on conditions of service. In the last decade Zimbabwe had been polarised due to the economic meltdown which some quarters had blamed on the sanctions imposed on the country by Western countries. The other quarter had blamed the economic meltdown on poor governance. The political climate had been very tense and some had blamed the political environment to the skills flight to neighbouring countries and the diaspora. In the face to face interview conducted
more than 60% of the respondents felt the political environment had been a major contributor to the skills flight.

Fig 4.2 Economic Climate

Source: Survey data 2013

The research revealed that Economic climate had a very high influence on the conditions of service, with 65% of the respondents, subscribing to that notion, whilst 13% of respondents revealed that the economic climate had a minimal effect on the conditions of service.

Table 4.3 illustrates that up to 76% of the respondents were of the view that the economic environment in the country had an influence on their working conditions, of that high percentage, more than half strongly feels that the economic environment had an influence on the conditions of service. These were also expressed in the face to face interview. It was clearly spelt out that the economic environment influences the budgetary allocations to projects. As a technical Ministry,
the respondents felt that the lack of funding to projects had a negative impact on their work. Most technical staff finds satisfaction in accomplishing a complete project i.e. from conception to completion. It was noted that due to poor funding of projects, the Ministry had up to 350 projects around the country, at different levels of completion and in the previous decade the Ministry had not fully commissioned a single project.

The inadequacy of financial resources which had negatively impacted on the completion of so many projects had resulted in the professional staff lacking motivation to work on projects. According to Herzberg (1959) the best way to motivate someone was to organise the job so that doing it provides the feedback and challenge that help satisfy the person’s higher level needs for things like accomplishment and recognition. Those needs were relatively insatiable, Herzberg, so recognition and challenging work provides a sort of built in motivation. Thus, the lack of adequate project funds demoralises those professionals who labour for long periods expecting to be recognised at the completion of a particular project, only to be dejected to see the project failing to materialise.

**Table 4.4 Impact on Economic Environment.**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>43</td>
<td>41.34</td>
<td>41.34</td>
</tr>
<tr>
<td>Tend to agree</td>
<td>37</td>
<td>35.58</td>
<td>76.91</td>
</tr>
<tr>
<td>Tend to disagree</td>
<td>11</td>
<td>10.58</td>
<td>87.48</td>
</tr>
<tr>
<td>Disagree</td>
<td>13</td>
<td>12.5</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Data Survey 2013*
4.4 Satisfaction Levels in the Public Service.

4.4.1 Transport Services

Eighty eight percent of the respondents showed that they were satisfied with the transport services offered by the Public Service Commission. The remaining 12% felt the transport allowances paid by the Public Service were not adequate to cover for transport costs. The Public Service had procured buses that ferry members of the Public Service to and from work. The buses on some routes had to make multiple trips hence members sometimes depart for work as early as 6.00am and some depart for home from town as late as 7.00pm. The provision of those staff buses had eased the transport problems of members of the public service commission. During the face to face interviews members lamented the lack of personal loans for the procurement of vehicles. It was stated that those loans used to be available through the CMED. Members felt that the lack of loans meant it was very difficult for one to procure a second hand vehicle relying only on salary.

4.4.2 Manpower Development in Public Service.

Fifty three percent of the respondents acknowledged that the Public Service provided its members with educational financial assistance and that it was known to employees. However, of these 74% indicated that those loans were not easily accessible and even if they were, they are not adequate to cover the costs of fees charged at various colleges and institutions. Thus, a very large percentage of respondents were not satisfied with the administration of Manpower Development as a condition of service. During the face to face interviews it was revealed that most of the core members of the Ministry did not benefit from those educational grants.
Most technical staff were of the belief that those grants were mostly benefiting the support staff whose principals were managers of those grants, thus they believe there would be a rational method of choosing beneficiaries.

4.4.3 Public Service Pension Benefits

The researcher interviewed 10 pensioners to establish if the benefits that were paid were adequate to meet the cost of living. One hundred percent of the pensioners revealed that the pension allowances they received were not enough to buy either food, pay rent or enough to meet minor medical requirements.

Eighty percent of the pensioners did not even know how their benefits were calculated and were not educated on the procedure of accessing their benefits.

Fig 4.3 Impact on conditions of service.

Source: Survey data 2013

One hundred percent of the respondents content that the conditions of service offered by the Zimbabwe Public Service would not match the salaries that were offered by the private sector in Zimbabwe and the countries in the SADC region.
4.5 Summary

The chapter has provided a detailed analysis of the qualitative descriptive survey that was carried out. The main issues analysed were whether the compensation management in the Public Service were adequate to attract, motivate and retain staff. The methodology discussed in chapter 3 was adequately executed during data collection and analysis. The results were displayed in textual, tabular and graphical forms. The summaries of key findings were outlined. In the following chapter, the research results were interpreted, conclusions drawn and recommendations made. Suggested areas for further studies were recommended.
CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter, the research looked at the review of data collected, the analysis of the data and the results of the study. This chapter provides the summary of the overall research findings. On the basis of the analysed data, research conclusions were drawn. The drawn conclusions made it possible for the formulation of recommendations that might assist in the elimination or reduction of the research problem. The research end by suggesting potential areas for research within the Ministry of Public Works.

5.2 Summary

The researcher was set to find the effectiveness of the Public Service Compensation Management System as espoused in the 2003 job evaluation implemented by the Public Service Commission. The Public Service Commission is mandated by the constitution of Zimbabwe and Public Service Act to administer the Public Service. In its endeavour to have the Public Service in a state of high efficiency and effectiveness the Public Service Commission carried out a job evaluation exercise in 2003. The evaluation among other reforms, led to the development of a National Compensation Policy for the Public Service whose main objective is to provide a compensation package sufficient to attract, motivate and retain competent members in the Public Service. The study was prompted by the need to access the impact this policy had on the service delivery by the Public Service. The topic under which this problem was investigated was: "The Impact of the reward management system
used by the Zimbabwe Public Service Commission based on the 2003 National Compensation Policy: A case study of the Ministry of Public Works. Various sources of literature were analysed in order to establish whether the Public Service Commission achieved its objective of attracting, motivating and retaining qualified and experienced staff. The literature included the work of authoritative writers in related area of study including Armstrong. The literature review was on defining job evaluation, its objectives and its advantages.

The author also reviewed literature from the internet, newspapers, magazines, Ministry’s internal records and reports. These were the main sources of reference from which the researcher used to review the literature. (Desktop research techniques were also used in reviewing literature). In answering research questions in chapter one, qualitative and quantitative techniques were used to collect data. Triangulation technique was applied, i.e using both the qualitative findings and the quantitative findings. Self completing questionnaires were administered to respondents and there was a 87% response which was accepted as representative of the population. Furthermore, structured interviews were carried out, wherein the researcher probed the respondents.

Collected data was analysed using descriptive statistics, graphs, tables’ narrative were used to present the data. The researcher sent out 120 self admonished questionnaires of which 104 were returned. The targeted personnel were all professionals including engineers, architects, quantity surveyors, valuers, accountants, administrators and technicians. The researchers managed to carry out face to face interviews with eight managers.
5.3 Conclusions

This section presents the conclusions that were drawn after a thorough analysis of collected data, and they were as follows:

5.3.1 The Public Service had policies and programmes in places that were compatible with the principles of reward management. However, the service did not allocate adequate financial and material resources for the implementation of the programmes.

5.3.2 The Public Service rules and regulations took long to amend since they were passed in Parliament. In view of that, the Public Service Commission could not quickly adapt to the dynamics of the ever-changing environment.

5.3.3 Service delivery was compromised due to high vacancy levels especially in professional grades. There was high labour turnover in the Public Service. The main reason was that salaries paid by the Government were not adequate to sustain a decent living for the workers. Transport and housing allowances were not adequate to meet the transport costs and providing for decent accommodation respectively.

5.3.4 It was reported that the salaries for the civil servants took up to 70% of the total revenue collected by the Government within each given month. This kind of budget was not sustainable for the Government to carry out its other obligations like infrastructural development payment of national debt, and meet its other budgetary obligations. The Government was not realising enough revenue to accommodate its own budget, though the salaries of civil servants were very low, they still accounted for such a high percentage of the budget. It therefore meant Government had to come up with other means to support its budget as the sources of revenue then
were not enough to meet the budgetary requirements. Government had previously expected revenue from diamond sales to meet the budget deficit but at the time of the research not much revenue had been realised from diamond sales.

5.4 Recommendations

The recommendations here-in-under were formulated on the basis of the conclusions that were drawn.

5.4.1 In order to contain brain drain challenges the Public Service Commission needs to develop viable human resources retention programmes through some measures.

a) The Public Service Commission should provide competitive salaries and conditions of service in order to compete for the scarce skills on the labour market. Salaries offered by the Public Service should be market driven. The Commission should develop reward strategies that support the objectives of recruitment, retention and motivation in the short run by adjusting salaries to be above the poverty datum line.

b) The Public Service Commission should adjust the educational loans to cover the cost of the training programmes for the duration of the programme. Thereafter, it is recommended that the member should be bonded by withholding certificate and transcript for the period equivalent to the duration of the training programme. Once the member breaches the agreement, then one is to pay the Government at prevailing rates.

5.4.2 The demand for qualified and skilled manpower for national development remains a critical issue not only for the Public Service but for the whole country. It is
therefore compelling for both the public and private sectors to develop strategies and new policies to satisfy their human resources demand. The policy should include terms of importing (expatriates) and exporting qualified human resources. These were needed for the country to be compensated for the cost of developing the human resource skills now working in the Diaspora.

5.3.4 There is need to develop legal and institutional framework that will respond to the current challenges on brain drain with a view to managing areas such as remittances and returns, formal labour migration and illegal migration. The Public Service Commission should advocate for the development of a national strategy for the Public Service that would facilitate the mainstreaming of migration of skilled personnel into the national developmental plan.

5.4.4 It is recommended that for the Public Service Commission to improve service delivery there is need to commercialise certain services. Professional services like those found in the Ministry of Public Works, Roads department, Ministry of Mines to mention just a few can be commercialized. These are services that were particularly rendered to members of the public, but are services that can be rendered to corporate organisations or entities large enough to be able to afford commercial rates. Thus, the Public Service would still be able to receive series from the departments, whilst from their commercial activities; these departments would be able to meet market salaries for their members.
5.5 Evaluation of Proposition

Through the analysis of data, the proposition suggested by the researcher, that a competitive reward management system that compensates the public servants with rewards that are commensurate with regional salaries, will reduce the brain drain from the Public Service and that commercializing and privatising of non core functions of the Public Service, will enhance service delivery, has been proven correct.

5.6 Areas for further study

The researcher recommends that:

a) Research be carried out in the effectiveness of an integrated project management in the Public Service.

b) An investigation into the area of migration and manpower development with a view to developing a legislative framework that will respond to the challenges of brain drain, managing remittances and control of illegal migration.
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LETTER OF INTRODUCTION

26 Starling Drive
Greenside
MUTARE

Dear Respondent

RE: REQUEST THAT YOU COMPLETE THE ATTACHED QUESTIONNAIRE

I, Tendai Chiwanza, am currently studying with Bindura University of Science Education on a Masters in Business Leadership program. Am enrolled in the program 2010 – 2014 program, and my student number B 1027859.

Research is a compulsory component of the MBL degree programme which I have to undertake. I have carefully selected you to assist me by way of completing the attached questionnaire within the shortest possible time.

The problem under investigation in the Public Service Commission is “the growing exodus of human resources in search for better economic opportunities in destinations within and outside the country” This problem is to be investigated under the topic, “The Impact of the Reward Management System used by the Zimbabwe Public Service Commission based on the 2003 National Compensation Policy: A case study of the Ministry of Public Works”.

The information that you will avail me shall be used for no other purpose other than for the purpose of my academic research project. The information so availed will be kept confidently at all times. I dearly thank you for the assistance that I believe you will accord me unconditionally.

Yours faithfully
Tendai Chiwanza (0772 311 485 chiwanzat.publicworks@yahoo.com)
The Secretary  
Ministry of Public Works  
P. Bag 7755

**CAUSEWAY**

24 October 2012

**RE: REQUEST FOR AUTHORITY TO CARRY OUT RESEARCH PROJECT IN THE MINISTRY.**

I am a final semester student at Bindura University of Science Education who is undertaking research in fulfilment of the requirements of a Master of Science in Business Leadership. I am researching on the following topic:

I am therefore requesting for authority and assistance in carrying out the research through a questionnaire to be distributed to members of management and staff.

Thanking you for your usual support.

T. Chiwanza
FACE TO FACE INTERVIEW QUESTIONS

1. How long have you worked for the organisation?
2. Could you state your highest qualifications?
3. Did you participate in the job evaluation exercise?
4. How effective do you think the job evaluation exercise was?
5. Do you think the manpower development assistance is well accessed by all members?
6. How do you rate the reward management system used in Zimbabwe in comparison with private sector and other neighbouring countries? How do you think this can be improved?
7. Do you think the reward management system is connected to the service delivery?
8. How can service delivery be improved whilst maintaining the same levels of compensation?
9. Is the budget allocation in anyway related to service delivery?
RESEARCH QUESTIONNAIRE
SECTION A     DEMOGRAPHIC INFORMATION

Tick the most appropriate answer

1. Gender
   Male  □
   Female □

2. Age
   A. 21-25 □
   B. 26-30 □
   C. 31-35 □
   D. 36-40 □
   E. 41-45 □
   F. 46-50 □
   G. 51 and above □

3. For how long have you worked in this organisation
   A. Up to 1 year □
   B. 1 to 5 years □
   C. 5 to 10 years □
   D. 10 to 15 years □
   E. Above 15 years □

4. Indicate your highest academic qualifications
   A. 'O' level □
   B. 'A' level □
   C. Diploma (specify)......................... □
   D. Degree (specify).......................... □
   E. Postgraduate Degree (specify).......... □

5. Indicate your organisational status
   A. General Employee □
   B. First Line Management □
   C. Middle Management □
   D. Senior Management □
SECTION B

Tick the most appropriate answer.

NB. Some questions may have more than one answer. Feel free to answer accordingly.

6. Are you aware of the job evaluation of 2003?
   A. Yes
   B. No
   C. Never heard of it

7. Did you participate in the job evaluation system?
   A. Yes
   B. No

8. How do you compare the 2003 job evaluation results to its predecessor?
   A. Good
   B. Very Good
   C. Excellent
   D. Poor
   E. Do not know

9. Do you stay in company house/flat?
   A. Yes
   B. No

10. Do you own a company vehicle?
    A. Yes
    B. No

11. If you answered No in Question 9 then go on to Question 11
    Are you provided with company fuel?
    Yes
    No

12. Are you provided with company transport to and from work?
    Yes
    No
13. Does your employer provide with training loans to finance your studies?
   Yes ☐
   No ☐

   a) Is the existence of these loans known to you?
      Yes ☐
      No ☐

   b) Are the loans easily accessible?
      Yes ☐
      No ☐

   c) Are the loans adequate to finance your studies?
      Yes ☐
      No ☐

14. Is the medical scheme you contribute adequate to cover your medical expenses?
    Adequate ☐
    Not adequate ☐

15. Does your employer contribute to your funeral assurance?
    Yes ☐
    No ☐
SECTION C

Tick the most appropriate answer.

NB. Some questions may have more than one answer. Feel free to answer accordingly.

   A. A clear grading system
   B. Improved reward system
   C. Improved service delivery
   D. Less staff and turnover
   E. No significant change

17. How do you rate the reward management system used by the Zimbabwe Public Service to that of the following:
   a) Private Sector
      A. Very Poor
      B. Poor
      C. Good
      D. Very Good
      E. Excellent
   b) Government Parastatals
      A. Excellent
      B. Very Good
      C. Good
      D. Poor
      E. Very Poor
   c) In the Southern African Development Community (SADC) region
      A. Excellent
      B. Very Good
      C. Good
      D. Poor
      E. Very Poor
18. On a scale of 1 (Not very highly) to 5 (very highly) indicate how the following influence service delivery?

A. Salary

B. Availability Full Insurance Cover

C. Availability of loans

D. Political Climate

E. Economic Climate

19. How do you rate the conditions of service in the Public Service?

A. Very Poor

B. Poor

C. Good

D. Very Good

E. Excellent

Thank you for your Help.