

**ANALYSING THE UTILITY OF STRATEGIC HUMAN
RESOURCES MANAGEMENT IN THE PUBLIC SECTOR:
CASE OF THE CIVIL SERVICE COMMISSION OF
ZIMBABWE**

BY

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DEDICATIONS

I dedicate this dissertation to my family.

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ABSTRACT

The study focused on the utility of the Strategic Human Resources Management model in the Civil Service Commissions. The SHRM model has for some time become an area of concern in the management of the Public Sector. It however, has not been explored by organisations with rigid structures. Since independence some reforms have been taking place but the implementation of Strategic Human Resources Management (SHRM) has remained untouched or less utilised. It was against this background that the researcher decided to undertake a study to dig dip into its utility in the Civil Service Commissions. The main objective was to analyse the effective of SHRM in the Civil Service Commissions (CSC). Different views by different authorities on SHRM were considered. Methodological pluralism was employed as different data collection methods such as indepth interviews, key informant interviews and questionnaires were used to come out with information on the utility of SHRM in the CSC. The paper managed to get information on the potential effectiveness. The study revealed that the CSC in terms of SHRM is still lagging behind and so far it has been cherry picking some tenets of SHRM once in a while. The top echelons are holding on to the power culture such that they are not entertaining full participation of line managers. Decision making is highly centralised and motivation is still at low note. This has resulted in a highly congested CSC with many employees than it requires and can afford to pay. The study recommends that the CSC mobilises funds for training and development to capacitate line managers with the required techniques, for retrenchment packages after downsizing as well as embark on a strategic restructuring programme.

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LIST OF ABBREVIATIONS

CSC	Civil Service Commissions
ESAP	Economic Structural Adjustment Programmes
HR	Human Resources
HRM	Human Resources Management
HRIMS	Human Resources Information Management Systems
IPMZ	Institute of Personnel Management in Zimbabwe
POLAD	Political and Administrative Studies Department
RBM	Result Based Management
SHRM	Strategic Human Resources Management
UZ	University of Zimbabwe

CHAPTER ONE

1.0 INTRODUCTION

1.1 Introduction

This paper seeks to find out whether the Strategic Human Resources Management model (SHRM) has been fully utilised in the Public Sector especially in the Civil Service Commission (CSC). Its main purpose is to analyse the effectiveness of SHRM in the CSC.

1.2 Background to the study

In pursuit of Professor Kavran's report of 1989, the government of Zimbabwe took bold steps in introducing a performance management system aimed at increasing the rate of productivity amongst civil servants. Salary increments and award of bonus were determined by an individual's performance. In 2005, the government introduced a Performance Management System. Musingafi (2013) noted that performance management is an ongoing process in which the supervisor and subordinates review progress, usually on a yearly basis to determine whether goals are being met for both the employee and the public sector. In 1989, the Public Service Review Commission in the Kavran Report revealed that, the over sized public service was characterised by bureaucratic problems, arrogant staff, overlapping, duplication of duties, poor communication lines, inaccessible and corruption was rampant. This had a negative effect on performance and efficiency in service delivery.

Claus (2003) emphasizes that, "'internal fit' or 'horizontal fit' or 'alignment of HR practices' helps to significantly improve an organization's performance in the field of the Strategic Human Resources Management model". Alignment of strategic practices is meant to mitigate the tradition of government. The government has an assumption of self sufficiency. According to Peters (2003: 8), "Government is considered a self sufficient actor that can act autonomously the economy and society". It was also mentioned in the Kavran report that poor attitudes at work and arrogance had eroded the sector. Thus, up to now the CSC rarely considers the ever changing milieu before making decisions.

During the Economic Structural Adjustment Programmes (ESAP) era there were criticisms on how the public sector focused more on bureaucracy and emphasised on processes rather than results, (Chimhowu, Manjengwa and Feresu 2010). The issues were however not new as they had been raised in the Kavran report earlier. According to Chimhowu et al. (2010: 112), “The 1989 Public Service Review Commission Kavran Report revealed a tradition of bureaucracy which was centralised and secretive, non transparent, suffered poor communication of decisions and was inaccessible to the public”. For a long time in the Civil Service Commission, participation of employees was unheard of as they relied more on blue prints. To counter these problems Result Based Management was introduced so that there will be focus on results and installing results focused management. According to Chimhowu et al. (2010: 112), in 2005, a computerised Human Resources Information Management System (HRIMS) was introduced, initially in the Civil Service Commission in order to facilitate appropriate staffing levels, career planning, promotion, staff appraisal and disciplinary action, incentives and time management”.

In 1999 the government resorted to training all heads of departments first and in turn their subordinates at different stations, regions and provinces. The new system was put into place and all salary increments were determined by the performance of an individual. However, lack of technological innovations and employee related regulations is a major barrier to effective Strategic Human Resources Management. According to Quinn and Brockbank (2006: 483), “Deregulation and globalization expose companies to increased competition from new market entries that heretofore had been prohibited from competing”. Therefore, bureaucrats must make sure that the CSC responds to the needs of customers as well as to competition. Given the changes in the public sector, Human Resources personnel must increase their expertise, relevant skills and personal aspirations. According to Brockbank (1999), as noted by Quinn and Brockbank (2006: 474), “Human Resources Management has been shifting its locus of activity and impact from transactional to transformational”. “Seldom does a major Human Resources conference occur without a session addressing the issues of Human Resources as business partner, business player, or business contributor”, (Quinn and Brockbank, 2006: 476). This shift shows the decrease in Human Resources focus on operational human resources and increase in strategic human resources work (Brockbank 1999). To provide the CSC with greater return, the Human Resources

field resorted to line management. This was an improvement since the CSC focused more on service delivery and not business strategies which led to it being a loss making entity. Multiple stakeholders, conflicting objectives, political structures have caused problems in linking HRM strategies with the organisational strategies in the public sector.

In addition, “the best practices approach generally refers to the resource-based theory of firm and competitive advantage, which focuses on the role internal resources such as employees play in developing and maintaining a firm’s competitive capabilities” (Wright et al. 1994 and Youndt et al. 1996). It is against this background that the researcher seeks to investigate the utility of SHRM in the public sector using Civil Service Commissions as a case study.

1.3 Statement of the problem

The problem is that in the Civil Service Commission (CSC), human capital is not viewed as an important resource. There is less utility of SHRM in the CSC and this has affected the organisation’s performance and workers are not motivated since they are not given the chance to participate in decision making. The salaries they get are very low and as a result the employees are demotivated and this leads to absenteeism and late coming. This in turn affects the general public since there will be poor service delivery. Another problem is the inability to incorporate HRM into business strategies and devolvement of HRM to line managers. Bureaucratic red tape is another problem due to lack of devolution which is hindering progress in the CSC. The devolvement or delegation of HR practices is defined as the involvement of line managers in the execution and supervision of HR practices such as recruitment, training and selection of employees as well as performance appraisal. Top decision makers normally do not follow a formal approach when formulating their organisational strategies. This could be due to scarce resources to motivate and appraise performance or lack of knowledge in the case of human capital.

1.4 Hypothesis

The Strategic Human Resources Management model is of great value in Public Sector Management. Full implementation of SHRM helps organisations to realise their objectives.

1.5 Objectives

- To analyze the effectiveness of Strategic Human Resources Management in the Civil Service Commission.
- To examine the compatibility of business principles with public sector goals.
- To examine the critical success factors that can enhance the effectiveness of SHRM in the Civil Service Commission.
- Examine linkages between organisational strategies and HRM strategy.
- To determine the best ways that can be used by the Civil Service Commission to perform better.

1.6 Research Questions

- How effective is the Strategic Human Resources Management model in the Civil Service Commission?
- To what extent are public sector goals compatible with business principles?
- What are the critical success factors that can enhance effectiveness of SHRM in the CSC?
- What are the linkages between organisational strategies and SHRM?
- What are the best ways that the CSC should use to perform better?

1.7 Justification / Significance of the study

The study will contribute immensely to the organizational strategic decision making as well as come out with sustainable competitive advantage strategies. It will also help the CSC to value human resources the same way they value other resources. Having known the utility of Strategic Human Resources Management in the Public Sector, bureaucrats might comply hence the improvement of developing and implementing Human Resource Management strategies that meet the organizational objectives and that have positive long term impacts. This will most likely help organizations survive in the midst of other competitors. The study finally seeks to discover other benefits besides the common ones and build upon the already known. It will also help the Public Sector and policy makers shape current support mechanisms.

1.8 Limitations

Bureaucratic structures within the organization may also affect timeous information accessibility resulting in the researcher resorting to other alternative sources such as internet and other documentary sources. Some respondents will be reluctant to participate especially to a student and knowing that they might not benefit from responding given that there are no personal benefits.

1.9 Delimitations

The focus of the study is an analysis of the utility of Strategic Human Resources Management in the Civil Service Commissions. The study will be confined to Harare.

1.10 Organisation of the Study

Chapter one: This chapter consists of background of the problem, statement of the problem, hypothesis of the study. This chapter also includes research objectives and questions as well as limitations and delimitations.

Chapter two: Literature review and conceptual framework

This chapter reviews published literature by relevant authorities. A conceptual framework and development of the subject under study will also be in this chapter.

Chapter three: Research methodology

This chapter gives an outline of the research methodology to be used, highlighting the sampling procedures and data gathering techniques. Techniques used in data presentation and data analysis will be discussed.

Chapter four: Research findings and data analysis

This chapter will present the study findings and analysis.

Chapter five: Conclusion and recommendations

This chapter will wrap up the study by giving suitable conclusions and proffering recommendations in relation to the research findings.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter seeks to interrogate and bring out what other authorities think about Strategic Human Resources Management (SHRM). The chapter will focus on the conceptual framework, its development and discuss the objectives in general.

2.2 Conceptual framework

The concept of Strategic Human Resources Management encompasses three main aspects; strategic integration, human capital and devolvement. Abuqayyas (2007: 7) defines strategic integration as a component of strategic human resources management which advocates for the alignment of decisions about the people with the decision about the results an organization is trying to achieve. Hart (1992: 334) postulates that it also involves the devolvement of human resources management practices to line managers. This also involves the alignment of human resource goals, objectives and the strategies into an organization's strategic plans. Bal (2011: 7) argues that strategic integration refers to the involvement of human resources management in the formulation and implementation of organizational strategies and alignment of human resources with the strategy of the organization. In this case, strategic integration advocates for a strategic fit of human resources management into the broader organizational strategy.

Strategic integration of HRM in the business has many benefits to those organizations that would have successfully implemented it. First and foremost, it helps organizations to have a competitive edge over those that are not practicing it. This is because it involves the employees who are in most cases treated as the organization's primary source of competitive advantage. Hart (1992: 338) postulates that it is widely accepted that an organization's success is determined by the decisions employees make and behaviours in which they engage. Strategic integration gives firms a competitive advantage in the sense that employees are the ones involved in the implementation of various strategies so involving them in decision making process will improve the implementation process. It is further argued that a high level of integration is a necessity for the optimal performance of firms. Striving for the two or

integration linkages would be advantageous for most firms since most firms are operating in dynamic and ever changing environments. In such situations, firms achieving a high level of integration would have a competitive advantage. Bal (2011: 7) argues that recent works on business strategy have indicated that firm's competitive advantage can be generated from firm's human resources and thus the need to involve them in the formulation of the business strategy.

According to Brewster and Larsen (1992: 411-412) as cited in Budhwar (2000: 235) devolution is "The degree to which HRM practices involve and give responsibility to line managers rather than personal specialists". The above definition implies that devolvement involves the delegation of human resources tasks such recruitment, selection, training and development and the management of employee performance to line managers. Line managers refer to those who have "direct responsibility for achieving the objectives of the organization" (Heraty and Morley 1995: 31). Examples of line managers would, thus, include heads of departments and section supervisors. Devolution is shifting decision making from the highest level of the organisation to the lowest. Successful devolution of HR work, thus, manifests through the assumption of duties such as assignment of tasks, management of work flows, monitoring of the quality of work, dealing with employee problems by line managers while keeping the middle managers and executive managers informed of problems and successes at ground level in the CSC.

Devolvement is one of the key benchmarks for measuring the extent to which an organisation has embraced Strategic Human Resources Management. There are, of course, a myriad benefits that emanate from an organisation's taking up of devolvement. (Renwick 2000, Purcell and Hutchinson 2007), observe that devolvement enables middle-level managers to take more responsibility for people management. This is enhanced by the proximity of line managers to employees. This has the potential to make line managers more responsible and as a result improve the performance of the organisation. Devolvement helps to achieve a more strategic approach to HR, to improve efficiency and effectiveness of the HR function (Heraty and Morley, 1995:67) thus the competitive approach is enhanced.

Furthermore, Bontis et al. (1999) cited in Armstrong (2009: 67) says that human capital mainly has to do with the workforce in an organisation, with skills and

knowledge that distinguish an organisation from others. Armstrong (2009: 66) highlights that human capital is concerned with extracting information and analyse it to add value to management day to day decision making at a more strategic level as well as at line management level. Therefore, human capital as noted by (Armstrong 2009) encompasses skills, knowledge and abilities of employees in an organisation. Scarborough and Elias (2002) cited in Armstrong (2009: 67) observes that the concept of human capital is most usefully viewed as a bridging concept; it defines the link between HR practices and business performance in terms of assets rather than business processes. It is indeed the capacity of employees that makes them valuable to the organisation, which is why the focus has to be on means of attracting, developing and maintaining the human capital they represent. From an assured perspective, human capital includes the character, ethics, personality and creativity of a human being. It is often required that the organisation spends time, effort and money to retain or to grow personal attributes thereby, increasing human capital. In this competitive world market place it is fundamental that HR specialists in the CSC recognize the importance of investing in human capital since it costs much less to retain an existing employee than to recruit a new one.

Furthermore, treating the employees as assets as compared to costs which should be avoided helps an organisation to be competitive, which is vital for the survival of an organisation. According to Porter (1985: 16) competitive advantage refers to the ability of an organisation to do things different from other organisations or do different things all together. Competitive advantage results in developing distinctive non-replicable strategies to outperform competitors. A competitive advantage is what will distinguish the CSC from other sectors in the minds of the customers. Concurring with the above, Porter (1985:16) observes that when a firm is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors, then the CSC will have a competitive advantage. When a firm is implementing a value creating strategy not concurrently being implemented by any potential competitors and if the strategy cannot be duplicated by any firm for its advantage in the market, then the firm has a sustained competitive advantage (Barney 1991).

2.3 Development of the Strategic Human Resources Management model

The concept of Human Resources Management (HRM) as a specialised field can be traced back to the 1950s when the objectives of the organization had to be communicated to the employees as propounded by Peter Drucker. According to Henderson (2008:2), the term 'human resources management' was being used by Peter Drucker and others in North America as early as the 1950s without any special meaning, and usually simply as another label for 'personnel management' or 'personnel administration'. At this stage McGregor proposes theory X and theory Y. These theories have to do with how managers view their employees. In Theory X managers view employees as people who hate their jobs and try to avoid it by any means hence need to be driven. In Theory Y employees are people who need to be trusted and hence they are given room for participation.

In the 1960s the behavioural movement had its roots in the human relations school of thought. It was against the scientific management which viewed employees as machines powered by money. This movement proposed motivational factors such as Abraham Maslow's hierarchy of needs, Frederick Herzberg's 'Two factor theory' as well as Herbert Simon's bounded rationality principles. This is however contrary to the CSC which somehow lacks resources to motivate the employees as well as to upgrade other technological systems. Most third world organisations focused more on ends and not means, hence the use of fewer resources to come up with so much in terms of service delivery.

The 1970s saw the rise of human resources accounting theory. It was propounded by Erick Flamholtz. It focused mainly on determination of the cost and value of information in management decisions. Secondly was the need of management to monitor effectively the use of human resources, that is, any human resources management decision should make accounting sense hence managers should strive to monitor from a financial perspective. Thirdly was the development of management principles which classify the financial implications of human resources decisions among others.

Then, in the 1980s emerged the Strategic Human Resources Management model. SHRM dwells much on the 'integration' of SHRM strategies into business strategy and the 'adaptation' of HRM functions at all organisational levels (Guest 1987).

Globalisation and deregulation competitive pressure influenced the evolution of Human Resources Management (HRM) as a new strategic approach, (<http://www.ipa.ie.CPMR>). Guest and Hoque (1994: 44), notes that the only solution is strategic integration, thus, HR policies must fit business strategy whilst policies and programmes must also be integrated or aligned to the organisational strategy. This is to ensure HR practices and policies that are inclined to the corporate business.

The International Civil Service Commission (2001: 7) notes that Human resource planning, which is a tenet of SHRM involves the systematic assessment of future staffing requirements in terms of members and levels of skills and competences, formulation and implementation of plans to meet those requirements. According to (Barney 1991) quoted in Armstrong (2005: 23), competitive advantage can only be sustained if an organisation is able to acquire and utilise its distinct resources in such a way that no other organisation or competitor can imitate for its advantage. Strategic Human Resources Management's (SHRM) main aim is to direct the organization in a particular way in order to achieve its set goals and objectives, mission, vision and overall purpose. Strategic Human Resource Management is meant to obtain competitive advantage as well as values of the organization resonating with the strategy. The practice of Strategic Human Resources Management helps to improve productivity in organizations and to achieve their mission. (Wernerfelt 1981 and Barney 1986) quoted in Quinn and Brockbank (2006: 482) notes that competitive advantage and the implementation of plans is highly dependent upon an organization's basic input including its human capital.

According to Armstrong (2005: 30), "The underlying principle for Strategic Human Resources is its well known merits of having an approved (by all representatives) and well known benefits to employee management in the future. Thus, Strategic Human Resources has an impact on the future and decisions that have a long term impact on the success of the organization. In response to human resources problems the function of Human Resources broadened. O'Riordan (2004: 8) notes that personnel specialists became involved in the change management, targeting specific areas of organizational culture and practice that needed to be reformed to assist companies meeting burden business challenges". Gratton (1999) quoted by O'Riordan (2004: 6), suggests that 'this integration needs to take place at two levels, horizontal (the need for integration between the various Human Resources interventions) and vertical integration (the

need for integration between business strategy and Human Resources strategy'. This is to ensure that it will sustain itself in the turbulent environment such that the needs of the organization and of the employees are catered for by the implementing practical programmes and Human Resources policies. This means that Human Resources units need to assess the knowledge, skills and abilities required by the organization to operate successfully, and institute staffing, performance management, reward, training and development policies to meet those needs, (Holbeche 2001).

2.4 Effectiveness of Strategic Human Resources Management

The use of strategic planning helps to forecast on the future. Needs assessment is carried out and the organisation is put in a position to know the gap between what it has and what it lacks. Thus strategic planning helps an organisation to plan for the future as well as become innovative. Keen (1994), likens strategic planning to a guiding star which steers the organisations development as everyone will be working towards the accomplishment of one goal. Unity of purpose is also a result of strategic planning. The organisation becomes competitive because SHRM puts it in a position of regularly evaluating its existing human resources vis-a-vis the future needs of the organisation.

Combining organisational goals with human resource strategies helps when it comes to productivity and motivation this concurs with (Kim and Sung-Cheon 2013) who notes,

To effectively enhance employee motivation and productivity the performance measurement and feedback process must be aligned with the organisations business strategy and organisational culture. For start up firms, performance-based pay systems can be more useful to attract external talents. By aligning personal interests with company objectives, performance-based pay system motivates workers to realise the strategic objectives of the Human Resource function.

Therefore, the SHRM model helps an organisation to maintain a well motivated workforce as well as production which is of high quality. By virtue of being a member of the strategic board one is given the authority to take part in decision making, hence motivated. This concurs with McGregor's Theory X and theory Y where in theory Y employees enjoy their work and they like being given responsibilities.

2.5 Compatibility of business orientation with public sector goals

Kanter (1989) cited in Armstrong (2006: 90), notes that organisations are being skewed towards less bureaucratic ways as well as towards entrepreneurial directions, working closer to employees than before and alleviate unnecessary old customs such a bureaucratic hierarchies. According to Armstrong (2006: 90), Kanter (1989), suggests that what is essential is the flexibility in communication with the combination of resources and not formal ways that are represented on charts in bureaucratic organisations. Thus, there should be more focus on close relationships and team work to work towards a goal and not procedures. The two work together especially on the issue of knowing their competition and the demands of their customers. Everything has to be cheap and used sparingly and convenient in business just like public sector goals which are grounded in effectiveness and efficiency.

Customer service is another essential business principle that has to be worked on to enhance public sector goals. The two have a relationship because for a business to flourish, it has to focus on service delivery which is the same with the public sector. The main goal in the public sector is to be the best employer. According to Armstrong (2006: 115), “A strategic approach to customer service is necessary and important to ensure that a longer-term and sustainable view is developed on what needs to be done to develop effective, coherent and integrated policies, processes and practices for ensuring that high levels of customer service are achieved”. An organisation has to deliver its promises, easy to do business with as noted by Johnston (2002: 9). Service delivery can be improved by having a service culture which is strong, distinct, committed workforce and customer oriented systems, (Johnston 2002).

In certain cases there is the development of specific HRM strategies to fit identified business objectives. For instance, if an organization seeks to improve on service delivery, the human resource department may come up with the recruitment and selection strategies that will enable the organization to have qualified sales personnel or it may come up with training programmes to equip employees with the skills that will enable the organization to achieve the intended goals and objectives (service delivery). Therefore, HR systems such as training, selection and compensation should be tailored to match the company’s objectives (Bal 2011: 8). The HR department can

also play a more essential and proactive role by becoming involved in the strategy formulation process itself. In such cases there may be an HR director representing the HR department at the corporate level or line managers representing their departments at corporate levels. Essentially, the strategic integration of human resources is primarily treated as a matter of direct link of the human resources management function in formalized strategic planning. This involves situations where advanced human resources professionals are considered in the formulation of the business strategy. Therefore, strategic integration is about the alignment of HR strategies to the broader business strategy and involving employees in the formulation of business principles.

Human resource planning is another way of achieving public sector goals. Human resource planning affiliates with business principles because it focuses more on the future of the organisation. Human Resource planning influences the business approach by putting much attention into discussing better ways of developing employees and further, used to effectively achieve corporate goals. There should also be focus on issues which must be solved to ensure that the required workforce is available for other contributions, (Armstrong 2009: 487). Thus it is essential for the attainment of public sector goals.

2.6 Critical success factors that enhance SHRM.

In pursuit of an organisation's mission and vision an organisation has to invest in human resource development strategies and make use of the needs assessment process. There are certain practices which are necessary to enhance the effectiveness of SHRM in the CSC.

2.6.1 Training and Development

Training and development is essential for employees and the organisation. Mostly, the employees will benefit in that they gain confidence as well as it helps them to get along with the organisation's culture. Training and development helps in that it equips employees with knowledge on how to implement SHRM given that it is a new model. Hellriegel et al. (1999: 407) notes that, "the main purpose of training and development is to overcome the limitations, current or anticipated, that are causing an employee to perform at less than the desired level". In as much as they arrive with

some requisite skills, there has to be education on specific needs of the organisation. The most knowledgeable and skilled worker still requires training so as to fit into the organisation and become a valuable contributor of the team (Quinn, Anderson and Finkelstein 1996). The managers who have been in the organisation for long must become coaches since they possess the required experience. Training and development is important in that it equips the employees with the necessary skills to meet the organisations goals and objectives. Line management is helped by Human Resource professionals to coach and implement performance management systems, (<http://smallbusiness.chron.com>). If an organisation ignores development and training, it might face a crisis of a misled or misguided group of employees especially if a group of managers retire. So to help an organisation face the anticipated plans everyone has to be aware of how to meet the goals and objectives. It is of great importance that workers know what is expected of them to reach the set goals and targets.

2.6.2 Grievance handling

Grievance handling process is another important factor to consider. This is to protect employees from any form of workplace abuse. According to (<http://smallbusiness.chron.com>) 'HR staff must keep abreast of labour laws and continually monitor and audit the organization's employment practices'. Grievance handling is also meant to empower employees as well as redress imbalances in the organisation. This is to ensure security during the implementation of SHRM to avoid drawbacks.

2.6.3 Participation

Participation is a very important aspect in an organisation. People at every level of the organisation must be given room to influence organisational decision making. This helps to motivate them as they will realise their importance in the realisation of the organisation's goals and targets. Participation of employees carries with it an element of trust and involvement. Hart (1992: 338) postulates that it is widely accepted that an organization's success is determined by the decisions employees make and behaviours in which they engage. Furthermore, those not involved in crafting the plan are hardly willing to commit to its implementation. Employees feel motivated to implement strategies they would have formulated. Bal (2011: 7) argues that recent

works on business strategy have indicated that a firm's competitive advantage can be generated from the firm's human resources and thus the need to involve them in the formulation of the business strategy.

2.6.4 Clear roles and responsibilities

Clear roles and responsibilities can be one of organizations success factors. It helps when it comes to issues of delegation and authority. "Employees will become aware of corporate and departmental direction and how their performance directly affects achieving goals and objectives of the organisation", notes Corporate Services (2001: 8). Everyone especially line managers will be fully accountable and responsible for the well being of the organisation.

2.6.5 Motivation

According to Armstrong (2009: 317), motivation refers to various goals that individuals lay down, how they choose the goals and the ways other people change them from certain behaviour. In organisations, motivation has to do with changing people's behaviour in order to achieve set goals and objectives. Armstrong (2009: 317), says that employees are well motivated when they know or expect a certain reward especially if a certain course of action has been taken. The reward must somehow be satisfying their needs and wants. There are two types of motivation which are intrinsic and extrinsic. Intrinsic motivation is when one is motivated by work itself or the kind of job he or she will be doing. An example could be duties allocated to an individual. "Work provides rewards that are intrinsic, these are normally related to benefits like the opportunity to develop oneself, in terms of skills, responsibilities and other related achievement, (ibid.p.317). Intrinsic rewards are basically under the employee's control. Intrinsic motivation is within oneself whereas extrinsic motivation is when one is given something or sort of induced to act in a certain way.

2.6.6 Talent management

According to Armstrong (2006: 130) 'Strategies of talent management focus on processes or methods needed by an organisation to motivate, nurture and retain the talent it needs'. Even though everyone has a talent, these strategies normally focus on those with distinct talents in the organisation. Normally it is to motivate employees

and make the work place a better place to be, as well as it becomes more competitive. PSS (2008: 1), 'Building and enhancing employee potential will not only benefit employees, it will also support the organization in meeting its goals and objectives while focusing on the provision of excellence in public service'

2.6.7 Performance management

According to Armstrong (2006: 141), 'Performance management is meant to develop a culture of high performance, increased effectiveness, excellent teams and individuals, well motivated, committed and skilled workforce'. Weiss and Hartle (1997) cited in Armstrong (2009: 618) commented, performance management as "a process for establishing a shared understanding about what is to be achieved and how it is to be achieved, and an approach to managing people that increases the probability of achieving success." It is a continuous process normally done through performance appraisal strategies. Performance management is the most important aspect in horizontal integration. Armstrong (2006: 145) defines horizontal integration as, "the alignment of performance management strategies with HR strategies centred on paying, involving and the development of people".

2.7 Relationship between organisational strategies and Human Resources Management

An organisation has to view SHRM as an important tool when it comes to integrating competencies and organisational strategy. There must be a call for Human Resources functions to be 'strategically integrated'. There is however need to consider the 'fit' between the external business strategy and internal Human Resources Management (HRM), (Beer et al. 1984). Fombrun et al. (1984) 'matching model' indicates the 'resource' aspect of HRM and puts emphasis on the efficient and effective utilisation of available human resources to meet organisational objectives. Human Resources strategy is implemented after the determination of the business strategy to support the competitive strategy and the organisations future plans. Linking organisational strategy and HR strategy helps an organisation forecast its customers' needs hence improve its service delivery. (Schuler 1989, 1992) as cited by (<http://www.ijms.ir>), notes that SHRM is mainly challenged by the matching of processes, policies,

practices and philosophy in a way that will stimulate and reinforce the different employee role behaviours which match each competitive advantage.

The choice of strategy is normally determined by human factors. That is, there is need to consider human resources capabilities before coming up with a strategy. Skills and abilities of employees as well as how they interact potentially provide the basis upon which strategies are formulated and implemented. To note, is that employee competency creates value in all aspects of the organisation, that is, financially, technologically, strategically and organisational value, (Oliver 1997). “Basically the management of human resources is that an organisation adopts a distinct strategy, practices and techniques it will use. These strategies must be different from those needed by other organisations or must be inimitable” (<http://www.ijmr.ir>). An organisation has to change its focus depending on its mission. U.S. Office of Personnel Management (1999: 2), notes that, ‘this includes changing the focus of Human Resources from just compliance towards results, including downsizing the HR function, delegating HR authorities to line managers, calling for HR to demonstrate its business value, and enhancing customer service’. By so doing HR would be responding to the needs of the organisation’s mission.

SHRM encompasses business principles, thus the relationship between organisational strategy and SHRM strategy can be said to be reactive to corporate strategy. According to Boxall (1992: 62), contingency theorists emphasise the economic desirability of fitting HR strategy to the firm’s choice of competitive strategy, although there are variations which add or substitute other contingencies such as life cycle stages and structure. According to <http://www.ijmrs.ir> theorists as Baird and Mesanelham (1988), HR strategy depends on business strategy while change management theorists argue that it is not the business strategy but rather the degree of change which should determine the HR strategy. Organisational strategies are determined by the size, structure and age of the organisations and in turn the SHRM strategy is governed by how the organisations react to labour markets and competitive pressure. HR strategy need to be designed in the way that encourage employees to acquire and develop those competencies that are needed to build core competencies and retain those employees that are valuable especially those that are not easy for the company’s competitors to acquire other than “poaching”, (Colbert 2004).

2.8 Conclusion

To sum up, it is clear from the above literature that SHRM is a model which was developed from certain types of management and after a lot of hard work by personnel managers. Having been tested and tried, it has proven to be effective if fully utilised.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on methods used to fulfil the research and how the data is analysed among other issues. In this chapter the research type and the target population from whom the information was extracted as well as the sample size used is laid out.

3.2 Overall methodology of the study

The study employs a mixed approach that is, qualitative and quantitative methods were used to collect, present and analyse data. Key informant and indepth interviews are used as part of qualitative data collection and for qualitative data analysis. Questionnaires were also used for quantitative data analysis. According to Harwell (2011: 152) the mixed method approach combines both qualitative and quantitative methods in a way that ostensibly bridges their differences in the service of addressing a research question. The shortfalls of the other method are covered up for by the other method to enhance accuracy in the study. O’Leary (2004: 150) remarks that “The collection of credible data might be a very challenging task, and very important to know is that there is no one panacea to collecting data and no one method is better than the other”. Hence methods used depend on whether the advantages outweigh the disadvantages as well as the research goals. Data collection can be derived from a number of methods, which include interviews, focus groups, surveys, telephone interviews, field notes, taped social interaction or questionnaires (Heaton 2004: 37).

3.3 Study area

The study was carried out in Harare.

3.4 Target population

Burns and Grove (1997: 236), define target population as, the entire aggregation of respondents or subjects that meet the designated set of criteria. In this study the target population are the employees of the Civil Service Commissions (CSC). An academic from the University of Zimbabwe (UZ) and another one from the Institute of

Personnel Management in Zimbabwe (IPMZ) are also part of the target population. Barbie (1986: 142) goes on to define target population as, “Those units that we initially describe for the ultimate purpose of aggregating their characteristics in order to describe some larger groups or explain some abstract phenomenon”. Other than individuals, reports and other documents will be used in the study.

3.5 Sampling procedure

Wegner (1979: 170), defines sampling as, “...the process of selecting a representative subset of elements from a population to determine the characteristics meaning, the population parameter of the random variable understudy”. According to Punch (2004: 105), “The logic of sampling is that the researcher analyses data collected from the sample and in the end to makes a statement about the whole target population”. Sampling makes the whole research process quick and easy if done well. It is difficult, expensive and not feasible to study every individual, hence the need for sampling. Cochran (1977: 2), further notes that, “Data can be collected and summarised more quickly with a sample than with a complete count, this is vital consideration when the information is urgently needed”. There however might be errors in areas of small administration and also in areas that need more accuracy sampling might not be exhaustive. In this study the researcher will use purposive and cluster sampling.

3.5.1 Purposive sampling

Purposive sampling or judgemental sampling is used since it seems to be appropriate given the issue under study. It is a non probability sampling method. According to Babbie (1998: 194), “Sometimes it is appropriate to select sample on the basis of how you judge the target population, its elements and what the research intends to find”. This saves time because normally the information needed is already available to that population. One should be aware of the unit of analysis, for example employees at the CSC are the key informants of the research hence the unit of analysis. Thus, one can make the research easy by conducting the research with information being provided by already known sources like those in the Civil Service Commission since they already have all the information to do with their organisation. Babbie (1998: 197), goes on to note that one would want to select informants who are somewhat typical of the groups under study, otherwise, their observations and opinions may be misleading.

In purposive sampling expert judgement is needed for one to choose those who will represent the population.

3.5.2 Cluster sampling

Cluster sampling is a method of dividing groups mutually to maintain homogeneity within and heterogeneity outside, that is the groups. For example in the CSC the researcher subdivides the groups of employees into four: the Human Resource department, Service Control, Salaries Administration department and Discipline Communications department for the study to take place. The population elements are first divided into clusters and then clusters are randomly selected with all their elements to comprise of the sample elements. Clusters become the sampling elements. It is representative of all the groups of the population. It is a probability sampling method that selects clusters.

3.6 Methods of data collection

This study triangulated quantitative and qualitative methods of data collection. Denzin (1970: 279), notes that triangulation is the combination of methodologies in the study of the same phenomena and it helps the researcher to overcome the deficiencies that flow from one method. Thus this study juxtaposed both qualitative and quantitative methods. Thus, interviews, questionnaires and documentary search were used to enhance accuracy.

3.6.1 Primary data collection methods

3.6.1.1 Key informant

A key informant interview is a conversation which is loosely structured, conducted with people who have knowledge about a given topic. According to Peil (1995: 122), Key informant Interview focuses on the relatively structured formal interviews of people who are community leaders or individuals selected because of the special information they have rather than on the casual, informal questioning which is an integral part of observation. Key informant Interviews are useful when there is need to generate recommendations. According to USAID (1996: 1), Key informants can help formulate recommendations that can improve a program's performance. This is normally because they are experts in that field.

According to Kumah (1989: 2), key informant interviews are essentially qualitative interviews. They are conducted using interview guides that list the topics and issues to be covered during a session. The interviewer must have a set of questions for the interview but must be flexible and make sure that they create an informal environment for the conversation to be more elaborate. The environment will also allow the interviewee to add on what could have been left out. Key Informant Interviews carries with it more advantages than disadvantages. Peil (1995: 125) illustrates that through key informant interview facial expressions, changes of position and other indications of attitudes which give additional information to what is said can be recorded. Thus, non verbal cues will be noticed during the session as well as other physical actions. Jones (1985: 46) goes on to say that, “in order to understand other people’s construction of reality, asking them . . . and asking them in a way that enables them to tell us in their own terms and in a way which brings out or addresses the depth of knowledge which is distinct from other informants”. Thus a key informant interview has to be more like a discussion with structured questions though. Kumah (1989: 3), adds on, “key informants may offer confidential information that would not be revealed in other settings”. This is because they possess much knowledge and probably they have experience along the lines of one’s study.

Key informant interviews however have some disadvantages, as Kumah (1989: 3), notes, “It is not easy to prove that the interviewees are, in fact, knowledgeable and informed and that they are representative of their peers in their information and recommendations”. Most probably the interviewee will not be experienced in that area but volunteers to take part in the interviews even though less informed. It also calls for creativity when constructing questions for those interviews especially if one is about to interview respected people for they do not have time for silly or less important questions. To counter these disadvantages, the researcher will use other methods such as surveys and documentary search, among others. In this research the researcher will conduct key informant interviews with CSC general managers from different departments

3.6.1.2 Surveys

Krysiak and Finn (2013: 243) notes a survey makes use of open ended questions, which asks respondents to respond in their own words rather than to select from a

number of predefined responses. The questionnaire is the data collection method mostly used by social surveys. Punch (1998: 102), postulates that survey questionnaires seek a wide range of information and with some conceptual framework of independent, control and dependent variable. Thus it gives room for one to understand biographical information. For a survey to succeed, the researcher must minimize the risk of two types of error: poor measurement of cases that are surveyed (*errors of observation*) and omission of cases that should be surveyed (*errors of non observation*) (Groves, 1989). According to THCU (1999: 1), "Surveys are meant to collect quantitative information through the use of standardised or structured questionnaires". Generally, questionnaires have an advantage of avoiding interviewer bias because they are standardised. There is, however, no room to probe like what is done in a face to face interview. The research instrument in this case is a questionnaire. The same set of questions will be administered to all the participants without any alterations to certain participants. This method gives less room for the researcher to be biased.

More so, problems related with interviewers are reduced with a questionnaire survey. Interviewers are supposed to be trained and supervised. This is a bit different from questionnaire surveys because one has to be accurate and avoid double-barrelled questions for the participants to understand. Respondents can also work on the questionnaires at their own time. Thus they become more willing to take part without the feeling of being put under pressure. Respondents also feel free to take part because they have greater confidence in anonymity which will make them free to express themselves. Claire (1959: 238), postulates that the impersonal nature of a questionnaire, its standardized wording, its order of questions, its standardized instructions for recording responses ensures some uniformity from one measurement situation to another. However it is important to note that even though they are standardized they might carry different meanings.

Moreover, surveys are not appropriate for less educated individuals or those who are illiterate. Claire (1959: 240) notes that questionnaires are not suitable for illiterate people. Hence questionnaires are not an appropriate method when dealing with complicated issues. It is less likely beneficial to administer questionnaires to some participants who pretend to have knowledge pertaining the subject yet they possess no

or little knowledge. The respondents may interpret the questions wrongly hence the research might lack validity. Given the shortfalls of questionnaire surveys one would be advised to employ methodological pluralism such that the methods will cover up for each other. The questionnaire was administered to CSC employees especially those with a better understanding of SHRM.

3.6.2 Secondary data collection

3.6.2.1 Documentary

Documents are a rich source of information, whether historical or contemporary because they help to give a foundation of the situation before and help to compare. According to Punch (2004: 190), “In juxtaposition with other data, triangulation makes a document important especially where there is an intersection of different methods and different data types being used together in a particular project”. Jupp (1996) cited in Punch (2004: 190) notes that, the range of documents which might be used by social researchers include diaries, letters, essays, personal notes, biographies and autobiographies, institutional memoranda and reports and government’s pronouncements and proceedings. Mogalakwe (2006: 22) describes it “as the technique used to categorise, investigate, interpret and identify the limitations of in archives which are usually printed documents either in the public or private domain”

3.7 Data analysis techniques

There are different measures and different tools for analysing data that is, qualitative or quantitative. Quantitative data are analysed using quantitative techniques to measure or study aspects such as central tendency, regression and correlation among others. Software such as Statistical Packages for Social Scientists (SPSS) may be used to facilitate such analysis. Qualitative data may be analysed thematically through thematic analysis in which narrations are grouped into themes focusing on a particular issue. It is however important to triangulate data in analysing it. Polit and Hungler (1995: 639), define data analysis as the methodical organisation and blending of research data and hypothesis testing order to validate or falsify it using the data collected.

3.7.1 Primary data analysis

3.7.1.1 Thematic analysis

Thematic data analysis will be used to analyse data from key informant interviews. Rice and Ezzy (1999: 258) postulated that thematic analysis involves the identification of themes through careful reading and re-reading of data. Qualitative data may be analysed thematically using thematic analysis in which narrations are grouped into themes focusing on a particular issue.

3.7.2 Secondary data analysis

3.7.2.1 Content analysis

Berg (1989: 106) defines content analysis as any technique for making inference by systematic and objective identifying special characteristics of messages. Content analysis was used to analyse data from documentary search. It is however important to triangulate data analysis methods to enhance quality of data.

3.8 Ethical issues

3.8.1 Voluntary Participation

Research represents an intrusion into other people's daily business and their participation in the research or study disrupts the subject's regular activities. Pantzker and Hunter (2012: 23) argue that the researcher must inform prospective respondents that participation in the research is purely voluntary. In some cases participants will have to reveal certain information that is unknown to their counterparts. It is therefore important and prudent that participation is voluntary and no coercion is allowed. Subjects must be informed about all the details of the research and the most likely consequences of the research results. The participants must be in a position to know the nature of the study as well to help them know input expected from them.

3.8.2 Respect for Privacy

Fouka and Mantzorou (2011: 7) argue that "Confidentiality or privacy is the room or freedom that is granted an individual to deliberate on issues like time and general circumstances under which private information will be shared with or withheld from others". In this research the questionnaire is free from any identifying information to ensure anonymity. The participants will also be notified that their responses will only

be used for academic purposes only. There is not going to be any link whatsoever to the respondents when analysing data.

3.9 Conclusion

In conclusion, all the methods mentioned above carry with them advantages and disadvantages. However pluralism of methodology will be used to come out with more accurate data. The shortfalls of the other will be covered up by the merits of the other method.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents findings on the utility of Strategic Human resources Management (SHRM) in the public sector. Behind the findings lies a hypothesis which states that The Strategic Human Resources Management model is of great value in Public Sector Management. Full implementation of SHRM helps organisations to realise their objectives.

The researcher used one set of questionnaires to collect data from middle level managers from four departments in the Civil Service Commissions (CSC). Twenty questionnaires were divided into four with five respondents from each department. The same interview guide was used to conduct interviews with two general managers, that is, Mr Phiri and Mr L. Dube and one director. These three were key informants on the topic being researched on since they have been in the service for some time and because they are responsible for key policy implementation and organisational development. The same interview guide was also used to interview two academics, one from the department of Political and Administrative Studies (POLAD) at the University of Zimbabwe (Mr Madhekeni) and the other from the Institute of Personnel Management in Zimbabwe (IPMZ) (Mrs S. Chiumbu). There were however some disappointments as some interviewees were not present at the agreed time and due to bureaucracy the researcher faced many challenges.

4.2 Conceptualising SHRM

The Strategic Human Resources Management (SHRM) model comprises of two important aspects which are integration and devolution. When asked what they really understand about SHRM, an academic from the Department of Politics and Administration and another key informant from the Civil Service Commissions (CSC) agreed on the effectiveness of SHRM as well as they conceptualised the model more equally. They noted that SHRM carries with it two main aspects which are strategic integration and devolvement. Strategic integration comprises of vertical integration and horizontal integration. Mr Madhekeni, an academic elaborated on how strategic integration is an integration of the broader vision of the organisation and it focuses on the future of the organisation, in terms of where it should be, how it will get there as

well as when it will get there. Furthermore, just like any other organisation, for the CSC to achieve its goals it has to strategise which means it has include major stakeholders into its strategies by making sure that everyone is working towards that goal. Desk research defines integration as ‘the extent to which HRM issues are juxtaposed with business strategy’ and devolvement as ‘the extent to which line managers are involved into HR functions instead of using human resource specialists’, Brewster and Larsen (1992: 411–12). This means there has to be a fit between organisational strategies and business strategies. More over the management of the organisations Human Resources must be aligned with the corporate strategy. SHRM emphasizes the need for Human Resources issues to be strategized at the strategic apex, or to be considered at the top level of the organisation (Armstrong 2009). This concurs with suggestions by Gratton (1999) quoted by O’Riordan (2004: 6), that “this integration needs to take place at two levels, horizontal (the need for integration between the various Human Resources interventions) and vertical integration (the need for integration between business strategy and Human Resources strategy”. The CSC will thus be able to deal with external factors that are more likely to affect the Service. This is to make sure that no department is more equal than others.

The Strategic Human Resources Management model is very crucial in the Civil Service Commission (CSC). From an interview a key informant from the CSC highlighted that SHRM is essential in that it helps to recognise the mission of the CSC. What he said concurs with what Kochan (2007) notes as he propounds that,

The Human Resource function has always had a special professional responsibility to balance the needs of the firm with the needs, aspirations and interests of the workforce and the values and standards society expects to be upheld at work....

Thus SHRM policies and programmes are meant to enhance and provide direction as well as to meet the needs of the CSC and of its employees as well.

According to (Becker, Huselid and Ulrich 2001), documentary review shows that,

With so many changes being consequence of technology advancement, global competition, organisation streamlining and government deregulation, HRM is required to offer refined deliverables and services in terms of administrative efficiency, effectiveness, employee competency and overall organisational capacity to facilitate fast change.

This concurs with the Civil Service Commissions (CSC) mission that seeks to uphold principles of merit and equity and the exercise of just and efficient disciplinary procedures in the public sector. The issue of efficiency and effectiveness has proven to be important. Hence to fully implement Strategic Human Resources Management efficiency and effectiveness should be put into place.

Mr Madhekeni, an academic from the Department of Political and Administrative Studies opines that every manager must be able to perform human resource functions. He further noted that by virtue of devolving issues are dealt with on spot. The HR Director lamented,

Devolution is the way to go, in our organisation we are failing because we are not yet practicing devolution. You find out that we have to wait for a certain manager for months to deal with a simple matter. Sometimes they are just disciplinary issues but we have to spend about six months dealing with the same issue simply because the director is not around and moreover he or she will be attending so called important meetings and ignoring issues which affect us at departmental level. Sometimes they are just social problems which can be dealt with at lower levels but in our case the Director has to be present to assess whether the excuse given must be considered or not.

However, desk research views devolution as constrained by shortage of unexpected changes in the environment, resources, incompetency and lack of technical skills amongst line managers. McGovern et al. (1997: 14). Thus, lack of resources is inhibiting success and full implementation of SHRM.

4.3 Importance of SHRM

4.3.1 Motivation

A General Manager at the CSC argued that motivation is one thing that brings out the effectiveness of Strategic Human Resources Management. The Manager concurs with (Kim and Sung-Cheon 2013) who notes that,

To effectively enhance employee motivation and productivity the performance measurement and feedback process must be aligned with the organisations business strategy and organisational culture. For start up firms, performance-based pay systems can be more useful to attract external talents. By aligning personal interests with company objectives, performance-based pay system motivates workers to realise the strategic objectives of the Human Resource function.

He further identified the need to motivate employees such that they will participate in corporate strategies and decision making. Mr Phiri, a General Manager in the HR department further elaborated that even though there are some draw backs those at the top level for example from the Directors level going upwards are given loans to purchase vehicles, this is somewhat a way of motivating the workforce. Those on the lower grades have their own loan scheme which purchases bicycles for them even though it has been long since the juniors were granted the loan.

The issue of motivation concurs with McGregor's Theory X and theory Y. In Theory Y, employees are people who like their jobs and enjoy working. They are motivated by being given responsibilities. Therefore by virtue of including line managers into corporate strategies one is bound to be motivated. Employees feel motivated if their views are also part of the organisations strategy. Mr Madhekeni, an academic from the Department of Politics and Administration noted that involving line managers in corporate strategies or devolvement has an advantage of job enrichment. Once they get involved in strategic decision making they are now responsible and possess the authority to make major decisions thus being motivated.

Mr Madhekeni, an academic from the University of Zimbabwe in the Department of Politics and Administration said that, not everyone can be present in the board meetings or very crucial meetings of the Civil Service Commissions but line managers can represent their departments. He further noted that this enhances the bottom-up approach and in turn will motivate employees as they will be aware that their views are being discussed as well. He, however noted that in most cases managers just come back to give orders without considering what the producers are facing or what they would prefer to enhance production. Documents further elaborates that, effective HRM strategy organizes all individual HRM measures to directly control employee attitude and behaviour in a systematic way that leads institutions to achieve its competitive strategy, as noted by (Huang 2001).

4.3.2 Efficiency

An academic from the department of Politics and Administrative studies noted that CSC Directors should be consulted on serious pressing issues. This emanated from the issue pointed out by the Human Resources Director from the CSC that they are

supposed to consult the permanent secretary on every issue. He went on to note that before decision making and any action is taken the Permanent Secretary is notified. Thus it lessens the pace of work and employees work on command, they can do anything in advance. Hence the academic noted that unless this is changed the CSC will remain behind and become less efficient. It is of paramount importance that line managers decide on what should be done in their departments on issues to do with off days and sick leaves. The academic is of the opinion that devolvement flattens hierarchies and helps to add speed on how work is done. Therefore SHRM can be used for effectiveness and efficiency if only certain hindrances are attended to.

4.3.3 Cost Reduction

The SHRM model saves as a cost reduction model. It involves downsizing and restructuring of the workforce to make it manageable. Key informant interviews with the Human Resources Director in the CSC established that if they were to fully implement SHRM, the CSC would save much as well as be able to raise salaries for the employees. He noted that the government for a long time has maintained the 'big government' which is not effective. Unlike the private sector the CSC does not work towards profit but it has to be efficient in such a way that it does not become a loss making entity. SHRM advocates for non duplication of duties thus it will cut off unnecessary workforce and by so doing it limits unnecessary costs. An academic from the University of Zimbabwe noted that the issue of devolvement helps to reduce costs because operations managers become involved in the strategic decision making thus flattening the hierarchies and encouraging direct communication. The CSC Human Resource Director noted that the CSC is not able to save because of redundancy. The CSC as a major employer has to be run at lower costs. Enquiries on this issue of cost reduction further established that if SHRM is fully implemented there most likely to be less labour turnover and absenteeism.

4.4 Compatibility of business orientation with public sector goals

When one talks about integrating business strategies with organisational strategies the main issue is the main purpose of the organisations existence. Enquiries to documentary search highlighted that most importantly SHRM is meant to generate capability by ensuring that the organisation retains skilled, well motivated and

committed employees. According to Schuler and Walker (1990: 7), “A number of commentators have argued that the concept of Strategic Human Resource Management has evolved as a bridge between business and the management of human resources”. The Human Resources Director of CSC noted that all this is meant to achieve competitive advantage. However, as a government entity the main aim is not to compete with other organisations, rather, it seeks to achieve better results and to improve on service delivery and efficiency. He further stated that in as much as the concept is important and helps to enhance activities, the CSC faces difficulties given that just like any government entity policies are verified and processed in a bureaucratic manner which is not flexible, desk research further established that,

For HRM to make strategic contribution it has to achieve fit with existing strategy at the same time enabling the organisation to be flexible in the ever changing milieu; flexibility and fit are essential in three main areas which are employee skills, employee behaviour and HRM practices. (Wright and Snell 1998)

Desk research gives knowledgeable difference between corporate strategy and business strategy. Grant (2003: 515) says, “... to make sound decisions, the divisional managers main focus is on business strategy and organisational managers focus on organisational strategy so that decisions will be tied to relevant knowledge”. Therefore the two have to be correlated to come up with strategic management. Thus strategic decisions must be grounded with business orientation so as to reduce costs and become efficient to reach the targeted competitive edge.

The wage bill of the CSC is quite high and this is more than the CSC can manage. The advantage of the SHRM model is that it helps an organisation in the budgetary aspect as everything will be budgeted for within the confines of the corporate strategy. A General Manager in the department of salaries noted that, “We had decided to embark on a post freezing programme but it is not working very well because occasionally a need arises and we have to recruit again”. He further noted that employees are not well motivated hence they are just staying because of the level of unemployment in the country. He further noted that this could be as a result of redundancy as well as misappropriation of funds by the responsible authorities. He went on to point out that the CSC has dismally failed when it comes to the issue of handling the organisation in a business manner. He however went on,

Freezing of posts was our measure of reducing costs and trying to be efficient but you would realise that we still have ghost workers and some managers still claim to be in need of assistance which means the CSC will never cease to employ. I am sure by now no one wants to work with us because they claim our response is very poor.

He further illustrated that given the status quo, when it comes to the economy it will be unfair for the CSC to embark on retrenchment programme. This is due to the unemployment rate which is very high and that the CSC currently does not have funds for retrenchment packages. He went on further to argue that at the moment the best way to handle things is to maintain the status quo.

Furthermore Mrs Chiumbu, an academic from (IPMZ) noted that the CSC must retrench the unworthy and undeserving employees and redistribute responsibilities for the mean time. She even argued,

Innovativeness comes in different ways, the CSC should also consider HR outsourcing so as to focus on strategic issues. This could be done up until to a time when all the line managers are well equipped and have enough knowledge on how to work towards their organisations goals and objectives. This however is to some extent extreme given that our government has little for its employees and outsourcing at the moment is regarded as being extravagant, thus I urge them to work towards development with what they have.

She went on to note that thorough auditing has to be done in the service so as to do away with ghost workers and the use of funds. Thus, from there on reshuffling of departments and realignment of governing legislatives must be put into place and make sure that efficiency and effectiveness is the main objective. This concurs with the ideas of Kanter (1989) cited in Armstrong (2006:90), who notes that organisations are being skewed towards less bureaucratic ways as well as towards entrepreneurial directions, working closer to employees than before and doing away with unnecessary old customs such a bureaucratic hierarchies. Hence the need to improve quality of service and at the same time watching costs.

4.5 Critical Success Factors

4.5.1 Culture

To jump start SHRM effectively an academic from the Department of Political and Administrative Studies highlighted culture as one of the most important critical success factors. Informants on critical success factors identified the issue of Civil

Service Commissions embracing or holding on to their old culture. Power culture was also highlighted as another problem in the Public Sector, the Human Resources Director propounded that,

Power culture is the major hindrance to full implementation of SHRM as almost everyone and everything is reported to one man who has so much to do hence making the CSC less efficient. Bureaucratic red-tape is as a result of power culture which causes delays in decision making and duplication of duties.

The Human Resources Director was more concerned with the traditional culture of putting much value on processes and not results and to some extent people are treated as machines which are supposed to be programmed, thus the assumption is that employees cannot think for themselves and need someone to think for them as they just implement. Mrs Chiumbu an academic from (IPMZ) concurred with Human Resources Director of the CSC and proposed the use of Results Based Monitoring (RBM), whereas superiors focus on results and not processes.

He further noted that there is need for change in the way they handle matters and this includes doing away with corruption and duplication of functions. Changing stakeholders or the way stakeholders think is another important way of changing the culture in an organisation. This has to do with decisive factors which determine success. Another way of handling issues which needs to be changed has to do with seniors investing much of their energy in each other and not the product that is focusing more on other people's behaviour and work. He advised the need to focus on results and not processes. An academic from the Department of Political Science and Administration identified punishing wrong doing as another culture which has to be changed. His idea was that the CSC has to move away from the habit of punishing wrong doing, rather they have to motivate employees in a positive way to do well. The Human Resources Director of CSC noted that, "Instead of employees reporting unnecessarily to the Human Resources Director, they must report to their departmental managers". He further highlighted that this will help in terms of flexibility and being time conscious. They all concurred that devolvement is the only quickest way to change the culture in the CSC. Therefore devolution is so far the only way to change the old customs in the CSC because it enables everyone to be a watchdog and to monitor progress. Whereas if there is no devolvement line managers

will never be aware of how things are being run and there will not be checks and balances across departments to foster clarity in the CSC.

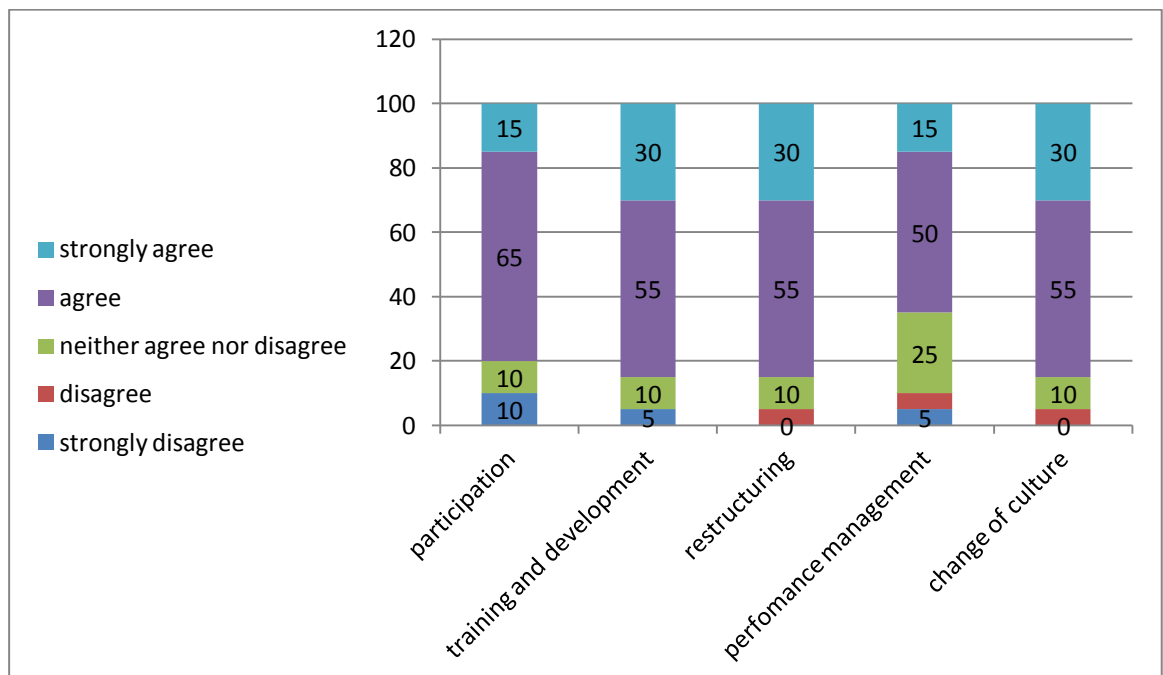
Table 4.1 change of culture in the implementation of SHRM

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very important	19	95.0	95.0	95.0
somewhat important	1	5.0	5.0	100.0
Total	20	100.0	100.0	

Source: fieldwork

From table 4.1 above, it is clear that 95% is of the view that change of culture is very important in the CSC, only five percent are of the opinion that it is somewhat important. Therefore given the information above one can deduce that for effective SRHM to be implemented there has to be change of culture.

Figure 4.1 Critical success factors



Source: field work

Figure 4.1 shows that the majority of respondents agree on the importance of the mentioned success factors. This is because those who agreed on the success factors range from 50% to 65% which is way above those who strongly disagree as they are ranging from one percent to 10%. Given the findings from the interviews one would therefore realise that even though these success factors are being implemented at low

note, they are viewed as important by the CS employees for the effectiveness of SHRM to be evident.

4.5.2 Training and Capacity Building

Training and development is another critical success factor which was pointed. Mr Phiri, the Human Resource Manager at the CSC emphasised the need to for serious training for line managers. He noted that so far they are conducting workshops to enhance performance however the training sessions are limited to certain employees. This will enhance their handling of issues in their departments. Training is meant to prepare employees for future tasks, hence it will capacitate line managers to handle issues in their own departments. Training is meant to equip employees with the necessary skills and knowledge to complete or achieve stated goals, as was defined by Mr Phiri, the HR General Manager at the CSC. Thus line managers are supposed to be trained on how to deal with HR issues such that they will be well equipped to represent their juniors. Training minimises conflicts and reduced turnover because everyone will be confident to participate in any task. The General Manager noted that,

Training is under way and mostly we conduct workshops to capacitate our line managers as well as other employees, this we do to make sure they are aware of what is expected from them in order to achieve the organisational goals. We make sure they know the CSCs strategy such that they participate as well as direct their efforts towards the achievement of our goal.

Information from the survey shows that training is normally focused on the existing skills hence not capacitating them for the future. Only the few who have less years in the CSC noted that the training sessions were of great importance to them as it gives them confidence. Respondents of the survey in the Salaries Administrations department in the CSC lamented, ‘The CSC is operating under a limited fiscal space, and if it was not of that SHRM would have been running smoothly. We would not be leaving some tenets of the model, rather we could have been utilising all the tenets’. Therefore from the above sentiments one can deduce that there is cherry picking of SHRM tenets in the CSC, hence no full utilisation.

Table 4.2 Ignorance affecting the implementation of SHRM

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	10.0	10.0	10.0
neither agree nor disagree	7	35.0	35.0	45.0
Agree	4	20.0	20.0	65.0
strongly agree	5	25.0	25.0	90.0
don't know	2	10.0	10.0	100.0
Total	20	100.0	100.0	

Source: field work

Whereas table 4.2 shows that no one really knows what causes failure in the implementation of SHRM, this is because of the responses given, no responses were able to score 50% and above however 35% which is neither agree nor disagree was the highest percentage. This could be because sometimes people are given tasks to exercise which leads to effective SHRM. However, everything is shrouded in confusion hence no full implementation of the model.

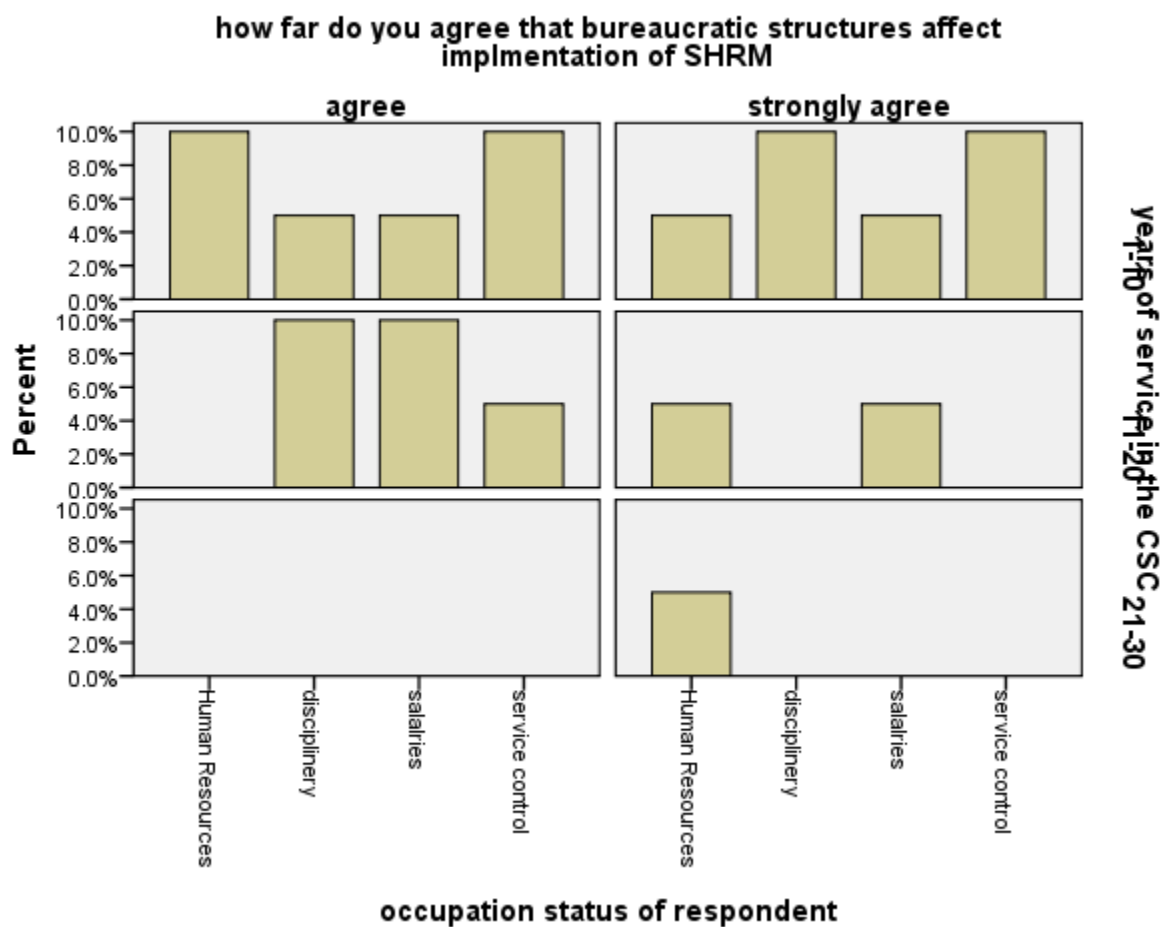
During the study capacity building was also mentioned as another critical success factor for SHRM to be carried out effectively. Desk research identifies that capacity building involves enhancing the effectiveness of individuals and teams, their interactions, and the organisation as a whole to achieve their full potential, (<http://noeticgroup.com/ns/services/capacity-building>). “The process of developing competencies and capabilities in individuals, groups, organisations, sectors or countries which will lead to sustained and self-generating performance improvement.” (AusAID, 2004). An academic from the Department of Politics and Administrative studies highlighted that the CSC has to identify any potential facts that will be inhibiting development. Thus, this is more of a learning period for the CSC and once the economic crunch is settled as we foresee everything will be put into place to capacitate teams and individual to fully implement SHRM in a way that is beneficial to the CSC.

4.5.3 Strategic Restructuring

Strategic restructuring emerged as one of the success factors important for SHRM. Strategic apex apathy was diagnosed hence the need for a major shake up at the apex.

It has to be made up of experts with strong grounding in Human Resource Management. Human Resource Directors from different ministries should sit in board meetings and participate in corporate strategy formulation. Documentary search advocates for decentralisation of decision making to line managers as well as flattened hierarchies. Also advocated for, is an enabling environment that enhances all efforts towards the achievement of goals and targets, (Hammer 1997 and Champy 1996). It has to be made up of experts with a strong grounding in HRM.

Figure 4.2



Source: field work

Table 4.3 shows that 85% of the respondents view restructuring as a very important variable in the implementation of SHRM, whilst five percent view it as important, neither agree nor disagree, not important at all respectively. Figure 4.2 above shows that the majority of those in the HR and Service control department also with less than

10 years in the CSC agree that bureaucratic structures affect the implementation of SHRM. In the same category of those with less than 10 years are a large number of those who strongly agree on the fact that bureaucratic structures are affecting the implementation of SHRM. Overall, 25% of the total respondents in the HR department agreed that bureaucratic structures are negatively affecting the implementation of SHRM. It also seems that those with fewer years in the CSC are young and have attained their degrees hence innovative and want change for the improvement of things. It is however evident that there are less employees with more than 20 years in the CSC and they seem content with the bureaucratic structures to an extent that only those in the HR department strongly agree with the motion of bureaucratic structures are affecting the implementation of SHRM. This concurs with what was found in interviews with the academics as well as some of the key informants who said that even though it is a mammoth task restructuring is the way to go.

Table 4.3 importance of restructuring in the implementation of SHRM

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very important	17	85.0	85.0	85.0
Important	1	5.0	5.0	90.0
neither disagree nor disagree	1	5.0	5.0	95.0
not important at all	1	5.0	5.0	100.0
Total	20	100.0	100.0	

Source: field work

However, the concept of restructuring is not welcome to most managers. It has to do with strategically planning for an organisation's future. In the CSC, the line managers are responsible for executing the restructuring. The HR Director noted that this has a disadvantage of personal conflicts and internal politics because everyone will be trying to protect their territories. He further highlighted that whenever there is a shakeup it is mistaken for personal vendetta and not professionalism hence putting those responsible for restructuring in a dilemma and rough space. Therefore personal problems, political challenges and economy of affection are hindering the

effectiveness of SHRM in the CSC. These factors have become a shortfall and are limiting the full implementation of SHRM.

4.5.4 Downsizing

Downsizing the departments in the CSC is another critical success factor which was mentioned. An academic from the Department of Political and Administrative Studies from the University of Zimbabwe identified downsizing and restructuring of the Civil Service Commissions as a success factor. However, the Human Resource Director from the CSC disagreed with that fact. He was of the view that downsizing might reduce employee morale. Employees will be less motivated and politics within the organisation might rise as employees will be trying to safeguard their positions. He further noted that it has costs associated with it given that there will be retraining for repositioning in the departments. Therefore the board of directors ends up doing certain things deliberately or using the bounded rationality approach. This approach has a negative effect as the top echelons will keep on preferring the comfort zone and not thinking outside the box on how to handle issues even with scarce resources.

Be that as it may, one can not automatically discharge the issue of downsizing as a success factor of SHRM because it enables employees to identify clear roles and responsibilities and to whom they should exactly report to. Every line manager must be a Human Resource manager and report to Directors on most crucial issues. Since the wage bill is higher than revenue the CSC is a loss making entity. Just like any other department the Human Resource department has to account on how its funds are being utilised. For example, just like the finance department accounts for salaries and other resources purchased in the organisation, the Human Resources department has to account whether the people they employ are productive. An academic from the University of Zimbabwe (UZ) in the Department of Political and Administrative Studies (POLAD) highlighted that the CSC is not fully utilising the SHRM model given that there is still redundancy. He argued that there are idle resources in the CSC and the issue of duplication of duties was also mentioned. He further noted the need to recruit employees who are not ignorant when it comes to technology such that there will not be need to recruit secretaries whose job is to type and print documents. Instead, the directors doing some stuff themselves.

However, from the study or given the situation at hand in the CSC critical success factors are different depending with the context in which they are being applied. They differ depending on whether the SHRM is underway or is still in the formulation stage.

4.6 Linkages between organisational strategies and HRM strategy

In documentary search, Porter (1987: 43) defines corporate strategy as a two-facet concept that concerns which businesses the corporation should engage in and how the corporate headquarters should manage the collection of businesses. Given the definition in this context one would take the workforce to be the means to an end. For organisations to achieve competitive advantage they have to treat employees as assets and add value so that they will work towards the realisation of the organisations goals. The workforce has to be treated as a competitive weapon. An academic from the Department of Political and Administrative studies (POLAD) at the University of Zimbabwe (UZ) noted that an organisation can only prosper if it aligns its organisational strategies with Human Resource Strategies. That is, it has to recruit a workforce that can deliver in a way that the organisations goals are met. The main goal of the CSC is to be the best employer in the world hence it has to recruit employees who are well grounded in the human resource field. He went on to note the importance of employing using meritocracy and not corruption in the hiring process because in the end the CSC will employ incompetent servants who are not efficient and not able to deliver in such a way that organisational strategies will be met.

Mr Phiri the CSC Human Resource Director noted that the in every department a manager is supposed to be able to deal with human resource issues as well as able to relate their department to organisational strategies so that in the end the goal of the CSC is achieved. He further explained that, unlike Human Resource Management in general which focuses on recruitment issues as well as performance and reward SHRM concentrates on the ability of an organisation to equip the workforce with knowledge and skills which contribute to the realisation of the CSCs goals. Therefore as an organisational strategy there has to be implementation of policies that enables the organisation to invest much in human capital for the achievement of goals.

Table 4.4 level of implementation is being institutionalised

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid implementation but with minor problems	1	5.0	5.0	5.0
implementation with major problems	12	60.0	60.0	65.0
no implementation at all	5	25.0	25.0	90.0
don't know	2	10.0	10.0	100.0
Total	20	100.0	100.0	

Source: field work

It was agreed by most of the key informants that for HRM to link with organisational strategies, HR functions have to cut across all hierarchies and policies in the CSC. Policies that facilitate the practice of HR by all line managers must be put into place. Most importantly the Human Resource Director must be represented in the board of directors such that HR issues are discussed together with other important issues. However, as noted by an academic from the Institute of Personnel Management in Zimbabwe noted that HR falls prey when things are not smooth in the organisation as directors are quick to cut back some expenditures, thus even in the CSC regarded as more important are other things which have nothing to do with Human Resources. This also concurs with the findings in survey research were 60% agreed that there is implementation but with major problems. Only 10% were not sure whether it is being implemented or not which this matches the findings in Table 4.4 which shows that ignorance could be the reason for ill implementation. The above information can be best elaborated on the table below,

Table4. 5 Alignment

Organisational strategies	Human Resource Strategies
-innovativeness and motivation -dissemination and availing information for decision making	-improvement of HR technology -implementation and improvement of communication skills -internal communication improved
-Administrative reform	-remuneration system reform -HR processes reform
-improving service delivery -satisfying citizens	-flexibility in the CSC -improving effectiveness and efficiency -Leadership development

4.7 Hypothesis Testing

It was therefore concluded that even though SHRM is not being fully implemented it is a very important model of Human Resources Management. Therefore the findings concur with the hypothesis which assumed that the Strategic Human Resources Management model is of great value in Public Sector Management. Full implementation of SHRM helps organisations to realise their objectives.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of this chapter is to conclude and proffer recommendations. Its conclusions are based on the findings in chapter four and some of the recommendations are from what was proposed by respondents during research.

5.2 Conclusions

➤ **Effectiveness of SHRM in the CSC**

In line with the first objective which is to analyse the effectiveness of Strategic Human Resources Management (SHRM) in the Civil Service Commissions (CSC) it was found that the CSC is not fully implementing of the SHRM model. From the findings one would conclude that not all tenets of SHRM are being practiced hence the CSC is still lagging behind. From the study in chapter four, it is clear that if the SHRM model is utilised to its maximum utility, it is very effective and might even help the CSC to avoid unnecessary costs.

Bureaucratic red tape is one of the major hindrances of the implementation of SHRM. Bureaucrats protect their positions to an extent of not buying in to the SHRM as they would not want to let line mangers into strategic decision making. Due to failure to delayer the hierarchies, the CSC is still facing challenges to make changes in the organisation. They prefer sticking to the old culture and are rather slow when it comes to change and innovativeness. It can also be concluded that due to bureaucracy, managers tend to focus more on processes and not results.

➤ **Business orientation**

The third objective focuses on the compatibility of business orientation with public sector goals. From the findings it was realised that the policies are rigid in such a way that they there are no entrepreneurial activities in the CSC, everything is done according to the book with no new innovations. The CSC is well known for dealing with issues as they come, hence are not future oriented. Therefore not fulfilling one of the major tenets of SHRM which is human resource planning.

➤ **Critical Success factors**

In line with the third objective, financial problems are another problem because for SHRM to take place and become successful there has to be funds. First there is need to ascertain the gap between the future and the existing situation. From there, training should be put into place and if retrenchment takes place, employees must be given their packages. Technological problems are also as a result of financial problems. It is still difficult for the CSC to embark on e-governance and other technological improvements because it lacks resources for procurement and training. Thus almost all top echelons cannot work without assistance because they are technophobic. Outsourcing and restructuring becomes a problem if funds are limited.

➤ **Linkage between organisational strategy and HRM strategy still shrouded in obscurity.**

The fourth objective deals with the linkage between organisational strategy and HRM strategy. This paper sought to analyse how the two relate in the CSC. It was however concluded that the CSC is highly centralised such that even if line managers are given HR functions, the directors are still excessively powerful. It was also found that the top to bottom approach of communication is still taking place despite the fact that vertical integration advocates for communication to circulate either way. It is still not clear whether by any chance HR strategies will be fully linked to the organisational strategy.

5.3 Recommendations

An entrepreneurial route has to be taken and unnecessary layers of hierarchies must be cut to enhance effectiveness and efficiency as well as enhance communication systems. The public sector must be run in a more flexible way such that it is in a state of accepting and countering change at any given time. The CSC should also consider outsourcing. That is, finding individuals or consultancy when a certain task has to be undertaken. This is to avoid unnecessary costs and do away with idleness. This is because at some point some individuals in the CSC simply have nothing to do at all expect just sitting and attending to their personal businesses. The CSC has to be strict when it comes to the use of performance monitoring systems to delayer hierarchies and reduce the bureaucratic size.

The government has to secure funds for training. Training is crucial especially for line managers. This is to capacitate them with the required and expected knowledge and skills when handling human resources functions. There is a need to do away with obsolete machines and introduce e-governance and modern technology. Having enough funds as a result of retrenchments will help to motivate employees through better remunerations. It is however important to tie these incentives to a goal. This is to ensure that whilst employees are working towards a goal the organisation will be reaching the target as well.

Strategic restructuring is another way of making SHRM functional this is to make sure everyone is put in the right place as well as to create an ideal environment for change, this will make the leaders realise the difference between their previous performance and what is expected of them at the given time. Restructuring will help the CSC realise cost effectiveness and this will lead to better redistribution and capacity building in terms of resources and capacity. This strategy also helps to conduct a gap analysis whereby the organisation compares what it is now and what it has to be in the future as well as how to get there. The ideal way is to do human resource planning as it is the only way which enables strategic restructuring for future reasons after conducting a gap analysis.

The CSC has to improve its recruiting skills. It has to recruit candidates with the required skills to avoid on the job training which is costly to the organisation. Given that at the moment the CSC or the government is operating within a limited fiscal space, the CSC has to consider recruiting well trained candidates. The CSC has to redistribute duties and stop recruiting more employees. Instead, they should train or redistribute responsibilities and orient their employees to a new system of working with what is there.

An academic from the department of Political and Administrative studies (POLAD) recommended that there should be realignment of the governing legislature to amend or enact existing legislation to accommodate SHRM as well as to monitor its undertaking. There is also need to create an enabling legislative framework so that there is less of a compliancy system but more of result based monitoring of day to day running of duties

The CSC should consider decentralisation of decision making and duties so as to do away with highly centralised decision making. There has to be a way in which almost everyone participates. That is, employees participate through their line managers who represent them and it also helps in terms of feed back because decisions will be made by immediate bosses except for pressing issues.

5.4 Conclusion

This research has shown that the SHRM is not being implemented fully, given that most of its tenets are being ignored by the CSC. Recommendations were proffered by respondents and if they are followed and implementation of SHRM has a potential of being a very effective model in Human Resources in the CSC.

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APPENDICES

APPENDIX A

Research Schedule

Organisation	Position	Date
Civil Service Commission	HR Director	23 January 2014
Civil Service Commissions	Service Control Manager	24 January 2014
IPMZ	National Officer	3 February 2014
University of Zimbabwe	Lecturer	5 February 2014
Civil Service Commissions	HR General Manager	18 February 2014

APPENDIX B

Interview guide for an academic

1. What do you understand by Strategic Human Resources Management?
2. What are its tenets?
3. What are the critical success factors that can enhance the effectiveness of SHRM in the Civil Service Commission?
4. In your opinion do you think SHRM is applicable/practical in the public sector?
5. In what ways did the CSC combine business strategies with organisational goals?
6. What are the challenges affecting implementation of SHRM in the Public Sector?
7. What lessons can be drawn from SHRM in private sector that can enhance its effectiveness in the Public Sector?

APPENDIX C

Interview guide for the Civil service Commissions

1. What do you understand by Strategic Human Resources Management?
2. Is there Strategic Human Resources Management in the CSC?
3. Have you managed to engage business orientation (e.g. freezing of posts) with public sector goals?/how?
 - a) Are the two compatible?
4. To what extent are public sector goals compatible with business principles?
5. What are the critical success factors that can enhance effectiveness of SHRM in the CSC?
 - b) Is there any system which allows for employee participation?
6. Is there any relationship between organisational strategies and HRM?
7. If any, what is the relationship?
8. How has this relationship managed to improve the status in the CSC?
 - b) If not, why?
9. Are there any challenges in the implementation of SHRM?
 - b) If any, what are the challenges?

APPENDIX D

University of Zimbabwe

Faculty of Social Sciences

Department of Political and Administrative Studies

Questionnaire for Civil Service Commission Employees

Section A

My name is Otilia Vimbai Diego and I am a postgraduate student at the University of Zimbabwe in the Department of Political and administrative Studies. I am doing my dissertation research for my Masters in Public Administration. My topic is: Analysis of Strategic Human Resources in the Public Sector: Case of Civil Service Commission. Provided information will be used for academic purposes only.

SECTION A

1. Name of the Organization.....
2. Profile of the Respondent:
 - (i) Age.....
 - (ii) Gender.....
3. Educational/Academic Background.....
4. Occupation Status/Department.....
5. Years of service in the sector.....

SECTION B

1. **In your opinion, what do you understand by Strategic Human Resources Management?**.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

2. How far do you agree with the following success factors being important for SHRM implementation

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Participation in planning	1	2	3	4	5
b. Training and Development	1	2	3	4	5
c. Restructuring	1	2	3	4	5
d. Performance Management	1	2	3	4	5
e. Change of culture	1	2	3	4	5

3. With reference to the above success factors, how much implementation is being institutionalized ?

A full implementation	1
Implementation, but with minor problems	2
implementation, but with major problems	3
No implementation at all	4
Don't know	5

4. If answer to question 3 is (not full implementation) in your view what are the deterrents?

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5. With reference to the above, what do you think should be done to address these deterrents?

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6. do you agree that the suggested contextual variables are affecting the implementation of Strategic Human Resources Management

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
a. Communication	1	2	3	4	5	6
b. Bureaucratic structures	1	2	3	4	5	6
c. Characteristics of the implementing methods	1	2	3	4	5	6
d. Resources	1	2	3	4	5	6
e. Ignorance	1	2	3	4	5	6

8. In your own view how does the variables above affect implementation?

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9. In your own opinion, which, between the internal and external factors, negatively affected Strategic human Resources Management?	
Internal factors	1
External factors	2
Both	3

10. Please, can you explain how internal and external factors negatively affect the implementability of Strategic Human Resources Management?

- a) **Internal**.....
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- b) **External**
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11. In your opinion, how important are the variables below?						
	Very important	Somewhat important	Neither disagree nor agree	Not very important	Not important at all	Don't know
a. Participation	1	2	3	4	5	6
b. Change of culture	1	2	3	4	5	6
c. Performance management	1	2	3	4	5	6
d. Restructuring	1	2	3	4	5	6
e. Training and Development						

12. Overall, what do you think are the reasons for success or failure of the CSC in the implementation of Strategic Human Resources management model?

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13. Can you suggest measures that can be adopted to address these challenges?

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THANK YOU

