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An evaluation of the role played by the Civil Service Commission in promoting sound employment relations in Zimbabwe's Public sector: The case of the Ministry of Primary and Secondary Education Mutare District from 2012 to 2016.

By

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DECLARATION

I, VIMBAI MAKAMURE (R146493N), hereby declare that this dissertation is the result of an original research conducted under the supervision of Mr. ALOIUS CHILUNJIKA and that all references have been wholly acknowledged. This dissertation has not been presented or submitted to either in whole or in part to any other educational institution for any purpose.

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The undersigned certify that they have read and supervised the student, Vimbai Makamure dissertation entitled **An evaluation of the role played by the Civil Service Commission in promoting sound employment relations in Zimbabwe's Public sector: The case of the Ministry of Primary and Secondary Education Mutare District from 2012 to 2016"**, the project was submitted in partial fulfilment of the requirements of the Bachelor ofSocial Sciences Honours Degree in Politics and Public Management

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DEDICATION

This dissertation is dedicated to my late mother Jennifer Nengomasha for the love she gave me in those few years God gave us together .It is also dedicated to my grandparents Mr and Mrs Nengomasha who have been with me through the journey of life .May the Lord bless you .

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ABSTRACT

A Civil Service Commission (CSC) is an agency that is backed by legislature to regulate the employment and working conditions of civil servants. The Civil Service Commission of Zimbabwe formally named the Public Service Commission (PSC) under the Lancaster House Constitution of 1979. Zigora and Chigwamba (2000) has it that, the Public Service Commission was established by an Act of Parliament (Public Service Act 1995) in accordance with Sections 73, 74 and 75 of the Constitution of Zimbabwe. The Public Sector in Zimbabwe has been characterised by ethical crisis and deficient trends that involve corruption, boyism politics, laziness and nepotism resulting in lack of sound employment relations. This has necessitated the reform of government's central human resource management agency, the Civil Service Commission, aimed at promoting corporate governance and protecting the administrative principles within management circles of the state parastatals. The research explored the functions of the CSC and the challenges it is facing in the promotion of sound employment relations in Zimbabwe's educational sector. Allan Fox (1966) explained the theoretical approaches to employment relations which comprise of, unitary theory and pluralist theory. The researcher did comparative analysis looking into other countries who are enhances for the promotion of good employment relations, these countries include; South Africa, Malaysia and UK. The research's case study is Zimbabwe's Ministry of Primary and Secondary Education, Mutare district from 2012 to 2016. The research also examined the factors that necessitated adoption of sound employment relations in educational sector by the CSC. The doors were opened to look on the elements of sound employment relations and how CSC of Zimbabwe has achieved that in the Ministry of Education. The researcher opted for qualitative research method while engaging on in-depth interviews, questionnaires and document review to collect data. Purposive and convenience sampling methods were used to sample the whole population. Thematic and content data analysis methods were used in the study for data analysis. The researcher also upholds research ethics throughout the course of the research. The findings of the research study indicated that Zimbabwe has not fully managed to promote sound employment relations in the Ministry of Primary and Secondary Education as it faces a number of challenges. To facilitate the promotion of good employment relations in the Ministry of Primary and Secondary Education in Zimbabwe, Civil Service Commission must anticipate for specific threats to ethics standards and integrity in the public sector. The reached conclusion based on these findings is that, the promotion of sound employment relations in the ministry of primary and secondary education has always been a big challenge for Civil service commission considering the nature of our politics and economy. In order for Civil Service Commission of Zimbabwe to promote sound employment relations in the Ministry of Primary and Secondary education it has to tackle the problems at hand which are deep rooted in the public sector of Zimbabwe.

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ABBREVIATIONS

CSC	- Civil Service Commission
ER	- Employment Relations
HR	- Human Resources
HRM	- Human Resource Management
LMRP	- Labour Management Relations Policy
PSC	- Public Service Commission
SA	- South Africa
UK	- United Kingdom
UK CSC	- United Kingdom Civil Service Commission
UN	- United Nations
ZIMTA	- Zimbabwe Teachers Association

CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

The research is aiming at evaluating the role of Civil Service Commission in promoting sound employment relations in Zimbabwe's Public enterprises. This chapter shall contain a number of factors that explains the history of the study, statement of the problem, research objectives, questions, its justification, delimitation as well as limitation. Lastly, the structure of the study shall be articulated giving the proper direction and steps in the whole research. Due to the fact that Civil Service Commission (CSC) is a government administration board crafted to oversee, implement, monitor and promote the values of the civil service, it has to promote sound employment relations in the public sector.

1.2 BACKGROUND OF THE STUDY

Civil Service Commission (CSC) is referred to as an agent that is established by legal and regulatory frameworks to govern the employment and working conditions of civil servants. According to Zigora and Chigwamba (2000), the Civil Service Commission formally named the Public Service Commission (PSC) under the Lancaster House Constitution of 1979 was founded by an Act of Parliament, Public Service Act of 1995.

In April 1980, when Zimbabwe attained independence, it also inherited a racially-segregated public sector service though it was benefiting mainly the White minority population. According to Zvobgo (1986), the public sector service had 45,000 personnel and the majority of them in senior positions were Whites. Reports have it that, the then Prime Minister of Zimbabwe, Robert Mugabe in 1981 committed to implement new reforms in the public service to create a solemn society without racial discrimination. Currently, establishment of Civil Service Commission is provided for under section 202 of Amendment 20 of the Zimbabwean Constitution, 2013.

As noted by Zigora and Chigwamba (2000), the Public Service Commission of Zimbabwe consists of the Chairman and at least two or more but not above seven Commissioners. It is further postulated that, the president is the one responsible for appointment of the CSC and

they are selected from individuals with capability, knowledge, and experience in public sector running, additionally would have held higher-ranking position in government. The officials stop to exist as Public Servants soon after their selection. Moreover, the purpose of CSC is highlighted in section 203 of the 2013 Legal Document of Zimbabwe and its general regulations are directed by Zimbabwe's Public Service Act. Major responsibilities of the civil service commission include: appointing qualified and competent staff , fixing as well as modifying working conditions of public service, consisting of salaries, allowances and other gains to the employees, investigating complains and setting up remedies to address the concerns of workers regarding executive acts or omissions, implementing measures which determine smooth performance in public facilities and ensuring that members conduct their responsibilities proficiently. CSC also is charged to conduct recruitment as well as exaltation of workforce, and upholding values of public service.

According to Imtiaz (2013), 'Civil service is seen as a body of government representatives engaged in public profession which are neither political nor judicial. He notes that a well-functioning civil facility helps to further high-quality policymaking, effective service provision, accountability and conscientiousness in utilizing public possessions which are the features of good governance.' De Leon (2001), CSC or *"Pag-asa"* Award— referred to a group of persons who has shown exceptional cooperation resulting in the successful execution of its goal and greatly facilitated the delivery of public service, effected economy in operation, enhanced operational state or otherwise benefited the government. Just like other countries, CSC is traced back to colonial eras or to early independence. Nwanolue and Chidubem (2012) are of the view that, 'the foundation, arrangement and performance of CSC in Nigeria can be traced back to colonial executive arrangements. Nigerian public provisions have its genesis in organizations established through British in colonial period.' The same applies to the Zimbabwe civil service commission; it is traced back to colonial era and it was reformed in the early independence as a way of accommodating the black majority in the public sector.

Accordingly, CSC bears a significant role in promoting sound employment relations in Zimbabwe's public sector. Nzuwah (2015) commented that, the CSC is the ultimate overall human resource department of the government who appoints, promotes and assigns persons to the civil service. Thus, CSC is the human resource arm of the government. This entails that the functions of the CSC require maximum observation of human resource management

principles, like, transparency, accountability, equity, professionalism, fairness and flexibility among other. Unfortunately trends within the human resource management circles of the Ministry of Primary and Secondary Education (MPSE) proved to be marred by unethical and immoral activities, which have seen the organisation accumulating an exaggerated chunk of the national fiscas. The period under review, 2012-2016 witnesses maladministration trends in the human resources management of MPSE. The department has suffered consequences of brain drain which involves features of ghost workers, nepotistic hiring, and promotion trends. This has inspired this research to investigate the impact of a central human resource board, CSC in enhancing sound employment relations in the articulation of human resource functions within the country's public sector with reference to MPSE 2012-2016.

1.3 STATEMENT OF THE PROBLEM

The Public Sector in Zimbabwe has been characterised by ethical crisis and deficient trends that involve corruption, boyism politics, laziness and nepotism resulting in lack of sound employment relations. This has affected the country's economic system and also causing political instability. This has necessitated the reform of government's central human resource management agency, the Civil Service Commission, aimed at promoting corporate governance and protecting the administrative principles within management circles of the state parastatals. Although it has been the country's norm that corruption and other unethical acts are our daily bread, the CSC is at its best in struggling to promote sound employment relations in the country. In this respect, the study then examines the role that is being played by CSC, the impact and challenges it is facing in enhancing sound employment relations, taking existing trends within the Ministry of Primary and Secondary Education (MPSE) from 2012-2016. This research will also offer the recommendations that can be adopted by the CSC to ensure sound employment relations.

1.4 RESEARCH OBJECTIVES

This research seeks to fulfil objectives below
1. To explore functions of Civil Service Commission in Zimbabwe.
2. To analyse factors necessitating the adoption of sound employment relations in the MPSE in Zimbabwe.
3. To examine the legal and regulatory frameworks for promoting sound employment relations at the MPSE in Zimbabwe.

4. To evaluate effectiveness of Civil Service Commission in promoting sound employment relations in Zimbabwe.

5. To assess the challenges faced in implementing employment relations frameworks in the Ministry of Primary and secondary Education in Zimbabwe.

6. To proffer recommendations on strengthening of the responsibilities of CSC in promoting sound employment relations in Zimbabwe.

1.5 RESEARCH QUESTIONS

The forthcoming research study seeks to address the following questions

1. What are the functions of the Civil Service Commission in Zimbabwe?
2. What are the factors necessitating the adoption of sound employment relations in the MPSE in Zimbabwe?
3. What are the legal and regulatory frameworks for promoting sound employment relations at the Ministry of Primary and Secondary Education in Zimbabwe?
4. How effective is the Civil Service Commission in promoting sound employment relations in Zimbabwe?
5. What are the challenges faced in implementing employment relations frameworks MPSE in Zimbabwe?
6. What recommendations can be put forward in strengthening the role of the Civil Service Commission in promoting sound employment relation in Zimbabwe?

1.6 JUSTIFICATION OF THE STUDY

The Civil Service Commission has been a hub of unethical practices which include corruption, nepotism and boyism politics therefore it has failed to deliver its functions. Thus, this research draws its motivation from the gap between CSC and effective employment relations in Zimbabwe's public enterprises. This research in motion will provide valuable information to all stakeholders in government human resource management functions. The research is there to fill the gap in literature and practices within the government public sector and the elements of sound employment relations. It presents a political and socio-economic

evaluation of the significance of sound employment relations framework to sustainable national economic development. The study is a comprehensive platform that is relevant to both the political discourse and public management in Zimbabwe. Hence it is a masterpiece for consideration to policy makers, intellectuals, and public administration agencies.

1.7 DELIMITATIONS

Leedy (2010) propounded that, delimitations can be defined as features that limit the scope and define study restrictions. The population of the study will comprise of official employees within MPSE in Mutare District. Zimbabwean CSC was introduced soon after the independence of Zimbabwe in 1980, but this research will only focus on the period from 2012 to 2016. Also there are many districts in Zimbabwe but this research shall focus on Mutare District. There are three research designs but the researcher opts to use qualitative research as a research design. The research shall be an inspiration in the public sector of Zimbabwe as it will highlight challenges that the CSC is facing and proffer recommendations which will breed innovation which will create channels of developing the educational sector.

1.8 LIMITATIONS

As pointed by Simon (2011), limitations are inherent weaknesses in the social science research and the researcher lacks control over them. Limitations are those elements that the researcher has no power over. The researcher is likely to meet setbacks or challenges in extracting information from the MPSE due to political uncertainty at the moment within the government of Zimbabwe. In order to avert such limitation, the research shall provide a secrete form notifying the Ministry that such information will solely be used for academic purposes. Accessing the respondents is likely going to be problematic and at the end data gathered might be inadequate and below quality to meet the researcher's needs. The researcher can avert this limitation by booking with respondents to approach them at their convenient time and venue. Due to their nature of our government offices and sensitivity of the research, the researcher is likely to be denied to access some offices as well as some information. To outdo some challenges, the researcher is going to gather general information from newspapers, journals and relevant books.

1.9 STRUCTURE OF THE STUDY

Chapter 1: Introduction

The introduction is there to provide the insight of the research. This current chapter will contain the history of the research together with the problem statement, objectives and questions of the research as well as justification of the research. Lastly, the chapter will proffer the chronology which the research is going to ordain.

Chapter 2: Literature review

This chapter stands as the second and it will show the link between CSC and the employment relations in Zimbabwe. The chapter will define key issues relating to the study and proffer themes relating to the study. It shall contain the theoretical framework and the researcher will unleash two case studies other than Zimbabwe where CSC is promoting sound employment relations. The chapter will end up with the chapter summary, giving the closing remarks to the issues discussed.

Chapter 3: Methodology

The third chapter will be methodology and it will focus on how the information is going to be gathered, generated and analysed. This chapter shall contain steps and methods of extracting data from the ground. Methods of analysing data will be outlined and ethical considerations will be highlighted with the hope that they are going to guide the research behaviour. By and large, data will be gathered and analysed qualitatively.

Chapter 4: Presentation and Analysis of Findings

It is critically important in the research study as it will shape the research findings. The research findings shall be presented and analysed adequately. The information gathered shall be put into some sub-themes relating to research objectives. Undoubtedly, this episode will address research questions. Finally, data will be presented in a manner which is understandable and logical in this chapter.

Chapter 5: Conclusion and Recommendations

This is regarded as the final chapter and it will sum up the findings of the researcher. The chapter shall briefly summarise the whole research. This chapter shall proffer

recommendations. The chapter will be ending in a conclusion, by which the researcher will be giving the standing position concerning the whole study.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The current section shall re-evaluate literature that has been written before in regarding the industrial or employment relations. This chapter shall also tackle different issues and themes relating to the subject understudy. Theoretical framework and conceptual frameworks will be included. Approaches to industrial relations which involve unitary and pluralism shall be discussed. The chapter shall provide two countries of experiences beyond Zimbabwe regarding the roles of Civil Service Commission in promoting sound industrial relations. In this regard the researcher shall be reviewing the roles and functions as well as the challenges being faced by CSC in promoting industrial relations. The chapter will end up with the chapter summary, giving the ending remarks to the issues to be discussed.

2.2.1 Civil Service Commission

Marshall and Murtala (2015), the public service is viewed as an organ fashioned to guarantee that projects and programs of an organization are carried out at anytime. They further argue that, this section of the Government will never die due to the issue of change and continuity in constitutional politics or leanings of that government (Marshall and Murtala, 2015). CSC is formally regarded as Public Service Commission (PSC). Nzuwah (2015) commented that, the CSC is the ultimate overall human resource department of the government who appoints, promotes and assigns persons to the civil service.

2.2.2 Employment Relations

Broadly speaking, Employment Relations (ER) refers to the nature of employment relationships in an industrial society. Employment relations are synonymous to industrial relations. Rose (2008) pointed out that, industrial relations is defined as study of the directive to employment ship involving employer and member of staff, both cooperatively and independently as well as determination of substantive and development matters at workplaces. According to Kaufman (2010), industrial relationships are seen as fashion of constructing regulations at the administrative centre. According to Gennard and Judge (2002), industrial relations is an understanding of the rules, regulations and agreements which are administered both at individual level and at group level, the priority given to the

individual as opposed to the cooperative relationship diverging from company to company depending upon the type of management. Thus, all people who are employed are a part of the ER system.

2.2.3 Sound Employment Relations.

According to De Silva (2008), every service relations scheme should participate as well as demonstrate cultural values and norms. From Weiss (1987), sound industrial relations system is one in which relationships involving executive, workers and their representatives on one side, also between them and State on the other, are more in agreement as well as supportive than in dispute plus creates an atmosphere favourable for economic efficiency and the inspiration, productivity and development of staff member moreover create employee loyalty and shared reliance. De Silva (2008) notes that, good employment relations atmosphere in an entities is vital due to numerous matters critical to employers, workers and the society.

2.2.4 Public Sector

Public sector is also referred to as public parastatals or public enterprises referring to state owned properties. According to Marshall and Murtala (2015) parastatals can be defined as operational section of government ministers; established to offer services to the populace. Public enterprises are the effective organ of government ministers; that are established to offer public services to the masses (Marshall and Murtala, 2015). They are controlled by the government or the state. The public sector works with the private sector in service delivery.

2.2.5 Ministry of Primary and Secondary Education (MPSE)

 MPSE is an arm of government that administers the country's lower education sector in Zimbabwe. It has various organs administered by different personnel. The ministry has branches in every district which are responsible for managing the employment relations within the district, and this involves Mutare District which is the case study. The ministry is overseen by Minister P. V. Mavima, who is the member of the Cabinet of Zimbabwe.

2.3 THEORATICAL FRAMEWORK

The research under study will look at a unitary theory as the main theory and pluralist theory as supporting theory. According to Mayo (2017), employment relations scholars

recommended three main lexicons that differ in their examination of workplace relations. This research will opt to use two theories as they substantively applicable to the research under study. These two are unitary and pluralism perspectives. The forthcoming paragraphs will explore the theoretical frameworks of employment relations, beginning with unitary theory and closing up with pluralist perspective.

Alan Fox (1966) can be given credit for the unitary theory. According to Mayo (2017), the unitary concept is an aspect in which the organisation is perceived as an integrated phenomenon with the supposition that this concept is applied in the administration and supervision of all the workers who want to achieve some related goals as a team. Hence Chidi and Okpala (2012), argues in the same line with Fox (1966)'s view in which the administration relies to the same point of getting commands and that this concept has some norms and objectives which are similar. Thus the members at the organisation work as a group to achieve a common vision and the same ends or results. Thus, Mayo (2017) argues that this concept consists working as associates taking into consideration the subordination of all workers to one chain of command and workers representative groups becomes less relevant in terms of problem solving. Thus, linking to this research, CSC is there to ensures that, conflicts and trade unions are limited as they delays the effective running of the Ministry of Primary and Secondary Education's business.

Every employee totally identifies with the goals of the organisation and with systems of operation. This applies to the all ministry workers who are identified as well as defined with the aims and objectives of the organisation designed by the CSC. Under unitary theory, workers, according to Mayo (2017), at the systems of operation they should be encompassing and workers ought to possess a variety of skills to handle work tasks effectively whenever required. Thus, the CSC of Zimbabwe is there to make sure that there is promotion of good employment relations which satisfy the worker s in the public sector. Also MPSE should recruit multi -skilled and effective employees therefore CSC is there to ensure hiring of well qualified staff as per CSC function. Critically, CSC is criticised for being unrealistically.

According to Chidi and Okpala (2012), conflicts are seen as unreasonable and the dismissal of employees is favoured to negotiation and disagreement is regarded as immoral. By dwelling on this assumption, the theory is criticised by conflict theory which propounded

that, disagreements are bound to happen and can only be settled by implementing negotiation and reaching a consensus. It therefore follows that, with such criticism, the unitary theory remained relevant to the research under study.

Furthermore, the other theory is the pluralist perspective. According to Chidi and Okpala (2012), this assumption is the same conflict theory propounded by Fox (1966). This hypothesis entails that the entities consists of people with divergent cultural norms. (Chidi and Okpala, 2012). Mayo (2017) suggested that the co-operation is comprised of strong and different categories of workers representatives. The theory vies misunderstandings as well as unending struggles amongst the leaders and employees in relation   to the sharing of benefits as typical and certain.

Unlike, under unitary theory where, trade unions are regarded as setbacks for progress, under pluralism, trade unions are viewed as the representatives of the workers. This theory is applicable as we see Zimbabwe Teachers Association (ZIMTA) representing teachers and protecting them from their employers, Ministry of Primary and Secondary Education. The theory accepts the existence of employee representatives as an important legal way of manipulating the judgement of the leaders (Rose, 2008).According to Fox (1966), disagreements are unavoidable in all organisations which can solved by negotiations and reaching a consensus. According to Chidi and Okpala (2012), employee representative groups are the ultimate organs to confront the management's decisions.

Mayo (2017), holds the view that, misunderstandings are settled through negations   and they are perceived as relevant if management is working towards   a constructive transformation. . Thus, realistic managers should accept conflict to occur because they are functional. There is a greater comparative analysis regarding how conflicts bring business success more than harmony. It is indeed, true from the conflict theorists that, where there is conflicts there is sound employment or industrial relations. For example, during the era of 2008 we witnessed so many strikes by teachers in a collective manner. Conflicts theorists subscribe to the idea that, where ever there is human interaction, conflicts are bound to happen. Therefore, conflicts themselves cannot be avoided; rather they are a necessary evil.

The conflict theory is being criticised for putting so much emphasis on conflicts. They forget issues like, practising good employment relations bring more success to the business more than what conflicts do. Arguing from a unitary point of view, conflicts bring disorder which

is the threat to the practice of sound employment relations. However, Rose (2008) stipulated that pluralism is more applicable since it enhances development to modern organisation as compared to unitarism. From this analysis one can conclude that, unitary ideas and pluralist perspective is ordained to, they can successfully pave a way to the promotion of sound employment relations in the MPSE. These mentioned theories, the unitary and pluralist perspectives work hand in glove in explaining the relevance of employment relations in Zimbabwean public sector.

2.4 Roles and Functions of the Civil Service Commission

The researcher will look at roles and functions of the CSC using various literatures including the constitution of Zimbabwe. Basically the organization of the CSC is linked to refusal of all unethical setups which include selection of individuals based on favouritism in order to ensure equal opportunities for all.(www.psc.gov.za). According to Haque (2001), the steadiness of PSC resulted in sound administration that calls for the appointment of workers based on the concept of equal opportunities for all.

Thus, it is the role of CSC to promote good governance full of transparency and accountability. Many countries have drawn ideas from China's sound corporate governance system in the administration of the affairs of the CSC. In Zimbabwe the Public Service Act in Zimbabwe, Chap 16: 04, The Parliamentary act will proffer regulations on the overall running of Public enties Service to insure the upholding of ethical values. Thus CSC has the mandate to appoint persons with regard to merit. As propounded by Zigora and Chigwamba (2000), the functions of CSC is to recruit choose employees to the PSC ,allocate , promote them and place their operational atmosphere as well as select individuals from approved services to office, position and grades in the Public Service. It can be noticed in brief that the CSC is the organ that the government of Zimbabwe cannot go without. The purpose of CSC shall be to provide direction and carry out other stuff in line with Public Service as presented by Statute or under an Act of Parliament (Public Service Act, Chapter 16: 04). The functions of CSC are such important as they promote sound employment relations if they are to be ordained to.

The (CSC) was established 1999 with the aim of modifying HR systems fostering skilled personnel (Kim, 2004). Therefore, the role of CSC is to act as a human resource management

of the government. The CSC has the function of advisory body to the government. As enshrined the South African constitution, PSC Act 1996, the CSC shall give advice to state departments concerning the staff actions in public domain. According to the South African CSC (1997), roles of CSC include are to examine ; supervise and to assess the entities direction and the employees behaviour , to give channels measures to ensure effective and efficient practices.

It can be noted that, the roles and functions of the CSC varies from country to country depending on their constitutions. This goes together with the structure of the commission. For example, according to the Zimbabwean Public Service Act, 16: 4, the commission will be comprised of presidential appointed chairman with at least two and not more than seven individuals, as stipulated in the requirements of subsection (2). South African PSC Act stated that, CSC is made up 14 chosen members selected by the Head of State with five Pretoria based members who are chosen by National Assembly with a single Commissioner representing all nine provinces and is selected after being listed by the significant Premier as well as accepted by the appropriate regional legislature. It therefore follows that, the roles and functions of CSC are context specific although there are other functions that are universal.

2.5 Elements of sound employment relations

According to De Silva (2008), institutionalisation of a harmonious industrial relations system is a central matter for governments, employers, labour force and their representatives, in their endeavours to attain economic as well as social improvement. Sound employment relations structure is unqualified of an exact definition. As such, every work relations system should take into consideration, and imitate cultural factors. Accordingly, one can only describe some of the elements of good employment relations which have commonly appeared to be known as adding to sound work relations scheme.

De Silva (2008) noted that, a sound work relations system is one in which relationships between management and workforce (and their representatives) on one hand, and between them and the State on the other, are more harmonious plus supportive than in conflict as well as create surroundings advantageous to economic efficiency and encouraging, productivity and improvement of member of staff and generates employee loyalty and common trust. Thus, industrial relations seek to balance the economic efficiency and effectiveness of

organizations with equity, justice and the development of the individual, to find ways of avoiding, minimizing and settling disputes and clash of interest and to promote friendly relationship between and among the actors directly involved, and society as a whole.

Moreover, a sound employment relations system requires a labour management relations policy (LMRP). Other elements of effective employment relations include employment and job security and increased employment opportunities. It also include, raising living standards through improved terms and conditions of employment, productivity improvement which enables employers to be more competitive and to increase their financial capacity to raise the living standards of the employees and lastly, minimizing conflict while achieving harmonious relations. According to De Silva (2008), the primary premise of a good employment relations scheme is acknowledgment as well as existence of liberties of union given evenly to employers and work force. These freedoms comprise of recognition of organizations, workers as well as employers as sovereign bodies, subjected neither to dominance by each other or by the government (De Silva, 2008). In addition to that, De Silva (2008) noted that, employment relations systems are founded on a outline of labour law which apply influence on the nature of the work relations system. However it is of paramount importance to resort to the law and its ability to control the resulting industrial affairs system might occasionally be overemphasize. Hence, there are a number of elements of progressive employment relations.

In the last episode of examination, the value of relations between employers and workers in public sector organisations depends on policies, practices and procedures which exist at the public sector rank to deal with individual and collective issues as well to uphold labour-management cooperation. According to De Silva (2008), the basics of a good industrial relations structure are intimately correlated to a progressive HR management policy transformed into exercise. He further argued that, pleasant-sounding work relations are more likely to survive in an entity where HR management policies and operations are channelled towards correct enrolment and training, supportive scheme, two-way communication, professional expansion, a people-oriented leadership and management style. Some characteristics of sound employment relations are that, there should be worker participation and employee involvement. The starting point for any effective employment relations is to install procedures and mechanisms to promote assertive communication within the structure. Finally, issues such as, wages and performance contract has to be flexible.

2.6 Challenges faced by the Civil Service Commission.

There are many setbacks that the civil service commission encounters that derail their efforts of promoting sound employment relations. The research shall focus on both challenges that are being encountered in other countries. It is these challenges that facilitate the failures of the commission at large.

To begin with, public service is the fundamental support of a country in its motion towards achieving sustainable development. According to Philip (1998), since the founding of public administration in the nineteenth century as a profession and as an academic study, the function of government has been on eradication of corruption, development of efficiency as well as enrichment of service provision in pursuit of public interest. Therefore, when the public service commission is experiencing problems, the country's journey to sustainable development will jeopardise.

Adding to, public sector analysts have observed that South Africa still lacks a coherent model of public sector reform and public management (Chipkin and Lipietz, 2012). According Muthien (2013), it is important to emphasise that South Africa is not a 'failed state'. It is also important to recognise that the apartheid state was partially failing in terms of policy coherence and consistency, delivery and fragmentation of administration, as well as a waning commitment to upholding apartheid in its dying years. However, the state that Nelson Mandela thus inherited was not efficient, effective or capable to serve the needs of the population. This nature has seen the South African CSC failing to deliver sound employment relations. Thus, one of the challenges that, public service commissions are facing are as a result of the system which was there prior during African colonization.

The civil service commission is facing challenges because, ever since the global depression, condensed public revenue and increased levels of national arrears have become a fraction of broader environment. Therefore, the New Zealand Annual report (2011), suggested that, at the same time, the recovery and rebuilding of Christchurch, our second-largest city, will require an extraordinary amount of human endeavour and financial support as the implications of the disaster work their way through the lives of individuals, and through New Zealand's business and financial institutions. On top of problems being faced by the New Zealand public sector, the public service commission remains an important element of

economy. Hence, any development in public sector performance would have consequence on economic expansion and diminish pressure on fiscal policy.

In addition, every independent country designs the kind of civil service that complements its statute and achieve its national operation. In the words of Nwanolue and Chadubem (2012), one of the clearest symptoms of Nigerian dire condition is the unavailability of mission in the character, direction or perhaps the lack of it, in the Nigerian public service. They further postulated that, the civil service is normally the thinking arm of the sovereign nations, and often draws from a country's most unique talent pool; from its established centres of knowledge production - the universities, the research centres and the entire schools system. Thus, in the case of Nigeria, reflecting the collapse of almost all its strategic national institutions - the bureaucracy, the judiciary, the police, the schools system, etc. what we now have is a paradoxical service: ignorant, unimaginative, over bloated and careerist. According to Nwanolue and Chadubem (2012), in some very important respects, there is strength in that background, and in many other fundamental respects, there is weakness of the sort that can lead to a potential misreading that might end up misdirecting the necessary changes required to transform the Nigerian service for greater efficacy. Thus, it is reflected that, there is still a long way to go for Civil Service Commissions to promote sound employment relations as they are facing a number of challenges worldwide.

Even though the CSC effectively applied the key improvements, the challenges are still prevailing due to cultural attributes and beurocratic structures (www.psc.gov.za). According to Kim (2004), some of the challenges that the Korean government is facing include the stagnation in development; each ministry lacks autonomous personnel authority; lack of competiveness, poor and complex remuneration procedures (www.psc.gov.za). In other words, CSC is suitable for developed countries since in developed countries it is heavily affected by low standard services in the public sector.

2.7 COUNTRIES EXPERIENCES

The researcher will look into four countries in support of the case study. These four countries are South Africa, Malaysia and United Kingdom. The researcher will be looking at the background, the structure of the CSC, the roles and functions, and lastly, the challenges derived.

2.7.1 South Africa

In South Africa the PSC was recognized basing on Public Service and Pensions Act, 1912. Thus , the PSC the authority to setup suggestions to political functionaries on particular matters   which are linked   to   staff management issues   including , post rank and categorization of the   positions; selection   ,changing rank positions ;declaring an end to service, the reconstruction of departments in the administration (www.nelsonmandela.org/omalley/cis/omalley/OMalleyWeb/03lv0224/04lv03370/05lv03372/06lv03375.htm). According to the PSC annual report of 1995, following the beginning of a democratic period, CSC like other civil provision establishments was altered and reconstituted in terms of Section 195 of the Constitution Act, 1996 with prominent aspects of this transforming PSC from playing the role of direct execution of public service policies to pursuing an advisory and supervisory task. It is believed that the PSC was established under democratic principles expected to rule the public facilities and carry out its directive as set below.

"The Commission comprises 14 Commissioners who are all appointed by the President of the Republic of South Africa. Five Pretoria-based Commissioners are approved by the National Assembly and one Commissioner represents each of the nine provinces and is appointed after being nominated by the relevant Premier and approved by the appropriate provincial legislature" (Public Service Commission, 1997). Like all other CSC of other countries, the South African PSC is a sovereign and neutral body constitutionally formed to uphold, preserve effective and efficient public administration as well as high standard of professional ethics in public facilities. According to PSC strategic plan of 2013/14, different from its independent nature as declared in 1996 Constitution Act, the Public Service Act, 1994 label the PSC as forming part of the public service put in the same class with national departments. equally to the Zimbabwean CSC, its workforce is classified as public servants.

Under the Constitution, Act 1996, PSC should use the authority and commence the functions listed below. According to Public Service Act (1996) section 196, the functions of CSC are; to support the standards and doctrine stated in Section 195 of the Constitution, Act 1996, to examine; supervise and assess the organisation as well as staff practices of the public service, recommend methods of ensuring effective and efficient performance , to give guidelines aimed at ensuring that personnel measures relating to enrolment, transfers, promotions and

dismissals conforms with constitutional requirements , finally to account in respect of its activities including any findings , orders and suggestion it might give, to offer an assessment of the degree to which the values as well as principles of public administration are complied with. In the long run of pursuing and fulfilling its functions and mandate, the South African PSC has given itself an assignment to sponsor democratic principles in running the public as enclosed in the constitution. In doing so, the South African CSC will be responsible for investigating, conducting research, monitoring, investigating, communicating, offering advice, directing and reporting on the public service.

According to Franks (2014), Democratic South Africa inherited a racially skewed public service in which 95.5% of the top 3,239 civil servants were white, and only 0.6% black African. Black Africans made up the vast majority of public servants in the lower ranks, with a few middle and senior level public servants in the homeland governments. This inequality shows that, problems where going to be witnessed in the near future. Muthien (2013) suggested that, the PSC of South Africa challenge staunch not only from a lack of competence, but inconsistency in framing the plan and key accomplishment elements of a capable expansion state.

2.7.2 Malaysia

According to the Custodian of good governance report (2015), Malaysia has made tremendous progress in national development from early 1970s when the state became the main actor. According to Edigheji (2012), currently Malaysia has the least unemployment rate, currently sitting on 2.1% which is almost close to full employment. Poocharoen and Brillantes (2013) postulated that, before the Asian economic decline of 1997; Malaysia had zero unemployment rates with over 2 million external workers owing to labour crunch. From 1970s Malaysia has remodelled from a low income to a high-middle income country and by 2020, it aspires to become a high income country as according to Poocharoen and Brillantes (2013).

According to Poocharoen and Brillantes (2013), the PSC is grouped to form two major Divisions and also sub-divided to play seven roles and other eight sub-groups which are responsible with secretariat, legal as well as functions of public relations. In the words of

Ahmad et al (2003), in an attempt to remodel directive ideas that brought about wasteful and less competitive civic service, the CSC of Malaysia improve processes and incorporated standards of performance in the client charters. According to Ismail (2011), Malaysia has mobilized a number of changes towards a higher level of smooth production since independence. Therefore, it can be noted that, the introduction of public service commission in the Malaysian government has brought many changes and development at large.

Edigheji (2012) noted that, the success story of Malaysia cannot be shared excluding civil service at the prime place. Accordingly, Malaysia witnessed more benefits than challenges in their introduction of the civil service commission in the public sector. These benefits necessitated by their professionalism in civil servants recruitment and promotions. According to Edigheji (2012), "More than 50% of public servants in Malaysia have four years degrees and above. The entrance qualification for Administrative and Diplomatic corps is a four years degree, starting at Grade 41." Thus, due to their effective recruitment and promotions by their civil service commission, they have harvested elements of sound employment relations in their public sector.

Conclusively, the public service of Malaysia has professional, transparent and capable public servants who have brought a number of benefits, production and development more than challenges. The Malaysian case is of significant interest to cite as a reference because the CSC in Malaysia has successfully managed to promote sound employment relations by sticking to elements of sound employment relations which include; meritocratic recruitment, transferability of public servants, predictability of career path and promotion, administrative – political interface and competent administrative leadership.

2.7.3 United Kingdom (UK)

Roles and responsibilities of the UK civil service are listed in the Constitutional Reform and Governance (CRG) Act 2010 section 10. The same section provides information regarding the selection for appointment that, selection and recruitment to the civil service should be based on merit and it has to be on the basis of fairness and openness. Section 11 of the CRG Act requires that the Commission should publish recruitment and selection principles which are to be applied.

Diamond (2013) cited that, "the highest ranking civil servant in the country is the Cabinet Secretary and a subsidiary title that was also held by the incumbent was *Head of the Home Civil Service* or more recently sometimes styled *Head of the Civil Service*, who until recently was also the incumbent Cabinet Secretary and Permanent Secretary of the Cabinet Office." According to Heywood (2016), the commission is in charge of making sure that the public service is geared with the innovation and capabilities of the commission to meet daily endeavours it meets and that civil servants work in a smooth and favourable environment.

According to the CSC report on recruitment principles (2012), "the role of the Commission in recruitment is to maintain the requirement that appointments to the Civil Service are on merit on the basis of fair and open competition. The Commission will decide whether and how it will participate in the selection processes for such posts. Usually this will take the form of a Civil Service Commissioner overseeing the appointments process and chairing the selection panel. The Commission accepts certain appointments from the requirement of appointment on merit on the basis of fair and open competition. Departments and agencies must comply with the requirement of appointment on merit on the basis of fair and open competition and set Recruitment Principles." The CSC annual report (2004-2005) has it that, the role of the CSC is to provide the guidelines which state the public service enrolment values. Recruitment into public Service is regulated by the Civil Service Order in Council 1995 and Diplomatic Service Order in Council 1991. Both of these Orders have been amended. The above mentioned functions and responsibility of the UK CSC formed the base of the operations of the UK civil service commission.

The UK CSC has yielded a number of benefits because of the independence of the commissioner. Meanwhile, they are facing some difficulties of delivering more for less in their near future of their civil service. According to Chinn et al (2015), the UK government will face some daunting difficulties over the next five years on the subject of how to provide provisions that convene people's actual prospects in a period of significant economic growth as well as drastic consolidation which is required for refurbishment of fiscal stability.

2.8 CHAPTER SUMMARY

The chapter discussed above contains the conceptual and theoretical framework. Definition and descriptions of themes and different issues relating to the study were included. The chapter contain the countries other than Zimbabwe which have the civil service commission playing so many roles in promoting industrial relations and these are Nigeria, Malaysia, United Kingdom and South Africa (SA). The aspects that spilled out from this episode forms the base or the foundation of the research study.

CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

The current section shall contain methods and steps to be taken when extracting data under which the researcher is determined to use qualitative research design. This chapter will review the methods and techniques to be used to conduct a research, gather and analyse data. The chapter serves as a technical blueprint used to instruct the implementation of the research towards the realization of the intended research objectives. The research design, population sample selection and the research tools set to be used to construct data from target group will be all stated. Ethical considerations will be jotted to guide the researcher's behaviour. The analysis of data will be mentioned to show how data will be analysed in the forthcoming sections and chapters. Data will be gathered using the qualitative approach.

3.2 RESEARCH DESIGN

According to Creswell (2012), a study design is a compass of system and procedures to be employed in gathering and exploring hypothesis and measuring of variables specified in research problems. Research map is a framework that has been created to seek answers to research questions. According to Bryman and Bell (2011), research design is a channel that has to be mastered in the examination of information and implementation of methods of research. Research design in social science research ensures that there will be effective addressing of the research problem, constituting to the blueprint for gathering, measuring, and scrutiny of records. Therefore, research design is what makes the base which the sample selection, data collection and data presentation and analysis will shot from. According to Vosloo (2014), the research design is implemented in social research so that appropriate tools of study are used to guarantee accomplishment of research objectives and research goals set out in the first chapter.

The researcher has chosen the case study approach which is qualitative in nature. In the words of Shuttleworth (2008), "basically, a case study is an in depth study of a particular situation rather than a sweeping statistical survey. It is a method used to narrow down a very broad field of research into one easily researchable topic" In the words of Yin (2009), this hypothesis may aid to notify practice by demonstrating what has worked well, been accomplished and matters or dilemmas as well as if it is normal for various sources of

evidence to be used. The benefit of case study model is that one can focus on particular and remarkable cases (Shuttleworth, 2008). The researcher chooses case study approach because when exploring results for a case study, it is likely to be more opinion based than statistical ways. Finally, Shuttleworth (2008) propounded that, different from scientific study which deals with particulars, a case study is based on views and is intended to provoke reasoned discussions. Thus, conclusively, there is nothing like precise or incorrect response in a case study design.

Accordingly, research design consists of three main forms which include; qualitative, quantitative and mixed techniques. The researcher shall stick to qualitative research design. According to Denzin and Lincoln (2005), qualitative examination is a situated activity which position spectator in the globe and it entail an interpretive, naturalistic approach to the world, which is, qualitative researchers revise phenomena in their natural settings, attempting to create logic of, or interpreting phenomena in provisions of the meanings individuals convey to them. Qualitative research refers to data that has presented in form of words and pictures (O'Leary, 2004). According to Creswell (2013), qualitative social science researchers extract data themselves through reviewing documents, participating in observing behaviour as well as conduct interviews.

As for Pope and Mays (1995), the aspiration of qualitative exploration is the expansion of concepts which help one to understand social phenomena in natural rather than experimental setting giving emphasis on meanings, experiences and opinions of participants. Weinreich (2009) indicates that the rationale of qualitative research is to offer researcher with outlook of target audience through engagement in culture or state of affairs and direct contact with the persons under study. In support, Creswell (2013) hinted that, qualitative investigators are inclined to assemble data in the field at the location where participants experience the matter or crisis in research. This means that in qualitative study design, examiner by nature becomes the main man of data gathering and the presentation of findings as well as analyzing them. Due to the advantages and strength of qualitative research design, a lot of social science researchers have emerged as fans of this design.

Nevertheless, the qualitative research design due to its, natural setup and its being interpretive in nature, the research sees it fit to use it as it will result in high quality of data collected or gathered. The other strength is that, in qualitative social research interviews, researcher does

direct chats with contestants together with telephone discussion as well as engaging in focus groups consultations with six to eight interviewees in every assembly. These kinds of talks results in the construction of a setup that facilitate the collection of validity and reliability information. According to Creswell (2013), in the duration of process of social science study, the examiner may possibly gather documents. Such qualitative papers could be public documents such as, newspapers, minutes of meetings, executive reports and private materials such as individual journals and diaries.

These and other matters at hand have made the researcher to delightfully dwell on qualitative research designs in the process of gathering information. Briefly, Marshall and Rossman (1995) suggest that, qualitative research is intended to understand processes, explain poorly understood phenomena, and comprehend divergence between stated and implemented policies or theories. Thus, this study will employ qualitative research method to unveil the role and functions played by the civil service commission in promoting sound and effective employment relations in the Ministry of Primary and Secondary Education in Mutare district. Qualitative questionnaires, document reviews and interviews will be used to support this methodology.

3.3 SAMPLE SELECTION

3. 3 .1 Population

Population is regarded as a full set of elements (persons or objects) that have universal attributes defined with sampling condition established by the researcher. According to Kotler (1996) it is gathering of all observations from random variables under study and about which one is attempting to depict conclusion in practice. For the fulfilment of this research, MPSE, Mutare District is the targeted population governed by the government agency, Civil Service Commission.

3.3.2 Sample Selection

According to Etikan et al (2016), a sample is seen as a section of a population or of the world. It can also demote to overall quantity of stuff or cases which are the focus of research (Etikan et al, 2016). Trochim (2006) referred sampling as process of picking units, for instance,

people and institutions from a population of concern so that by studying the section one may rightly simplify results back to the populace from which they were selected. For Field (2005), a sample is "a smaller (but hopefully representative) collection of units from a population used to determine truths about that population."

Basically, two major groups of sampling types are there and include, probability and non-probability sampling. Among these two major types of sampling there are sampling techniques that falls within. Raj (1972), refer sampling methods as a procedure where a particular percentage of a population is singled out from a large fraction and information is taken from the smaller proportion as well as generalized to symbolize the larger percentage of the populace. Due to fact that, the researcher has opted to use qualitative research design, it therefore follows that, the researcher shall adopt non-probability sampling. Non-probability contains quota, snowball, purposive and convenience as sampling techniques.

According to Rada, Vidal Diaz de and Martinez Martin (2014), non-probability sampling methods remain in the midst of those frequently used by bulk of private view poll and market investigate companies; amongst others, whose prime approach is quota sampling within households formerly chosen by the random technique. Chaturvedi (2016), regard quota sampling as when people are divided into mutually exclusive sub-groups, just as in stratified model then decision used to select subjects from each section are founded on a specified fraction. "In quota sampling the selection of the sample is non-random. For example interviewers might be tempted to interview those who look most helpful. The problem is that these samples may be biased because not everyone gets a chance of selection. This random element is its greatest weakness and quota versus probability has been a matter of controversy for many years," (Chaturvedi, 2016). The challenges that falls upon quota sampling are that these samples might be biased as well as incompetence as some will not get the opportunity to be selected.

In sociology, snowball sampling is regarded as non-probability sampling technique in which a researcher commence with a small population of identified people and increase sample through requesting those first participants to spot others that should partake in the study (Crossman, 2017). According to Crossman (2017), in other words, sample begins small however "snowballs" into a bigger section in the course of the research. In the 21st century snowball sampling has become a well known method amongst social scientists who intend to toil with people that are complex to see and locate. Depending on Crossman (2017), looking

at the nature of snowball illustrations, it is not regarded as representative sample for statistical reasons, nevertheless, it is a very good technique for carrying out exploratory research and/or qualitative examination with a particular and relatively few people that is difficult to identify or trace. In general, snowball sampling requires time and resources to sample the required population, therefore, to adopt snowball sampling in the research understudy will result in a higher degree of incompetence. Thus, the researcher opts not to adopt snowball as a sampling technique in the current research.

Etikan et al (2016) described convenience sampling (also known as Haphazard Sampling or Accidental Sampling) as a category of non-probability or non-random sampling where components of targeted population meet certain practical standard, for instance .easy accessibility, geographical proximity, reachable at any given time, or prepared to participate are integrated for the study reasons. In support, Chaturvedi (2016) denotes that, the researcher using this method cannot scientifically construct generality about overall population from this sample for the reason that it would not be sufficiently representative. For instance, if interviewer was to carry out an investigation at any shopping center early in the morning on a particular day, individuals that he/she can interview would be limited to those set there at that time, which would not stand for other community member in such an area, if the analysis was to be performed at diverse times of day as well as numerous times per week (Chaturvedi, 2016). This kind of sampling is regarded as most functional specially designed for pilot testing.

According to Etikan et al (2016), convenience models are occasionally considered as 'accidental samples' since elements can be picked in the sample just as they happen to be located, spatially or administratively, in close proximity to where researcher is carrying out data collection. Challenges associated with this form are that, poor quality data is going to be gathered because the subjects selected may lack the knowledge applicable to the research understudy, the subject's chances to participate is not equal and the result will be poor and inadequate.

Barreiro and Albandoz (2001) define purposive sampling as one in which the examiner selects the sample and tries to make it representative, depending on his judgment, thus being the representation subjective. Purposive sampling in other words is termed as judgmental sampling. Etikan et al (2016), define purposive sampling as non-random method which does

not require underlying theories or a set number of respondents. Purposive sampling gives researcher room to decide the needs of the research understudy and chose respondents accordingly. Chaturvedi (2016) argues that, under this type, examiner select samples basing on whom they consider being more suitable for the study and is mainly done when there is inadequate figure of people with knowledge on the vicinity of research.

"Purposive sampling is typically used in qualitative research to identify and select the information-rich cases for the most proper utilization of available resources" Etikan et al (2016). Generally, purposive sampling entails the recognition and selection of persons or groups of people that are capable, intelligent and well-informed with a events of interest. Etikan et al (2016) described the benefit of using purposive sampling as that, due to knowledge as well as understanding of respondents; it becomes easy to communicate experiences along with views in a clear, meaningful, reflective way. Under this technique, the researcher conduct a sample with a purpose in mind, that purpose help him or her to acquire first hand and valuable information in connection of the study. The disadvantage is that, it does not offer equivalent opportunities for everyone to be part and it is not fitting to take large samples since it becomes complicated to apply selection condition on numerous people.

With all the non-probability sampling methods having mentioned above, the researcher opted to use purposive sampling technique due to complexity of study objectives that needs well-informed respondents to confer information relevant to the research. The researcher adopts purposive sampling technique because of the nature of the research understudy that requires specific first-hand information from the professionals in the Ministry of Primary and Secondary Education, Mutare District whose work is directly linked to employment relations. Thus, the respondents and subjects have to have the knowledge of employment relations in Zimbabwe.

3.4 DATA COLLECTION

 Sapsford, 2006) views data collection as means for acquiring as well as measuring information on particular variables in an recognized logical style which guarantee one to react to all questions and assess results .According to Chaleunvong (2009), data-collection method that allow one to logically gather facts concerning all matters of research thus individuals, or items and concerning the settings in which they took place. Fact collection

methods allow us to obtain or collect information from both primary and secondary data sources. It can be said that a lot has to be considered when collecting data because if information is insufficiently gathered, it becomes complicated for research questions to be answered. The researcher will dwell on questionnaires, interviews and document analysis to collect data in this study.

3.4.1 Document Analysis.

Documents can either be tangible copies or electronic for example documentaries or emails (Viswambharan and Kumar, 2015). Document analysis may also include the analysis of text books, newspapers, journals, thesis, articles, official publications, government statutory and other written information. Generally, document analysis has to do with the review of existing literature on the regard of the subject under study. Document examination is a method gathering data through analysing available information .Articles can either be internal or external to an organization that is acting as population and case study of the research under study. Documents generally are found on hard copies or soft copies but due to the technological era we are currently experiencing, documents are most found in electronic. Document reviews can be used when gathering background information of the research under study or assessing available papers that will help one in understanding history, idea, also functioning of programs which someone is researching.

Document review has the advantage that, it serves costs such as travelling expenses, therefore, they are less expensive and they are less time consuming. It has the advantages that; it provides good source of background information, it is also not expensive and it can possibly convey issues which could not be found by other means. The challenge in using document assessment as according to Finn, and Jacobson (2008) is that; information generated might be irrelevant, muddled and out of date, the information generated might be prejudiced to preferred information, the facts provided may be inaccurate and document review can take time to gather, check as well as in analyzing numerous papers. Such disadvantages which left the gap in the research can be covered by the advantages of questionnaires and interviews.

3.4.2 Questionnaires

A questionnaire is an instrument for data collection in normative surveys. For Bird (2009), questionnaires are well known and essential apparatus used in acquiring information on public understanding as well as views of natural hazards. Oppenheim (1992) defines them as instrument for collecting and recording facts concerning a particular subject. Bird (2009) further suggested that, questionnaires can present helpful information to emergency executive agencies which they can use for developing risk management measures. Masuku (1999) is of the view that, questionnaires include stipulated questions presented to respondents so as to obtain clarification in a region of concentration.

The description mentioned earlier shows that, a questionnaire is a reliable qualitative method of data collection. It is comparatively quick to assemble information via a questionnaire ,they are more objective as compared to interviews as well as information can be put together from different people as responses are gathered in a standardised manner. Unrestricted questions can breed large amounts of data that can take protracted time to process and scrutinize. Therefore, written questionnaires are time consuming. Respondents could react superficially mainly if questionnaires are time-consuming to answer and this could disadvantage researcher as some of the issues will be unanswered. Common mistake of asking countless questions ought to be kept away as it may provide boredom towards respondent. The researcher chooses to hand-deliver questionnaires as to limit the disadvantages attached to questionnaire despite a number of distributing questionnaires. Thus, questionnaires will be hand-delivered to the respondents. With aforementioned challenges of using questionnaires, the researcher will also use in-depth interviews and document reviews to complement questionnaires.

3.4.3 In-depth Interviews

To compliment questionnaires, the researcher will conduct interviews to get information from employees within Ministry of Primary and Secondary Education, Mutare district. Schostak, (2006), define interviews as extendable discussions between members with the aim of having 'in-depth information' on a particular matter, and through which observable fact could be interpreted in terms of the meanings interviewees convey to it. According to Chaleunvong (2009), interviews can be defined as a method for data collection which includes inquiring of respondents through verbal communication, either individually or as a group .It gives answers

to questions posed throughout and can be recorded by writing them down (either during the interview itself or instantaneously after the interview) or by tape-recording the responses, as well as blending of both. In the expression of Berg (2007), interviews are not conducted only for the purpose of analysing words or reporting respondent views but also enabling interviewees to "speak in their own voice and express their own thoughts and feelings." Interviews are carried out to permit the researcher and interviewee to search for a clear revelation on unsatisfactory areas.

In the event that the interviewer is using questions that are clear, precise which are also easy to understand, there is guarantee of collecting reliable and quality information? Interviews have advantages like; accommodating everyone including the illiterate (who cannot be able to read and write) and the elderly unlike questionnaires, thereby yielding relevant information. Also, they give the researcher opportunity to vigorously participate, be in charge of the study as well as easily explore complex issues. However, interviews are time consuming, expensive and for the researcher to seek high profile information there is need for tuition in oral communication. Interviewees might confer biased information if they feel intimidated by the researcher which is different from questionnaires that permit one to fully convey their views without reseachers' pressure. According to Walford (2007), "interviews alone are an insufficient form of data to study social life", since the respondents and researcher can have partial knowledge or even faulty memory. Thus, with these disadvantages at hand, using interviews alone will lead to incompetence of the data to be collected. It therefore follows that, to cover for these disadvantages, the researcher opted to use questionnaire and document analysis.

3.5 DATA ANALYSIS

Data analysis has many concepts   underneath a range of names, Data analysis is viewed as the examination by of inspecting, cleansing, transforming, and moulding data with the objective of identifying relevant facts , proffering conclusions, and supporting decision-making in the field of social science research (*Wikipedia, 2017-02-16*). Since the researcher had used qualitative methods to mine data, qualitative data is going to be obtained. Qualitative data can be observed but is subjective in nature. Researchers have risen that, the main intention of data inspection is to acquire usable information regarding our research and

the research findings. Qualitative research technique has two data analytical methods and they include thematic analysis and content analysis.

3.5.1. Thematic Analysis

Thematic analysis is an inclusive course in which researchers can recognize several patterns linking the information in research subject (Hayes 1997). Ibrahim (2012) notes that "thematic analysis provides flexibility for approaching research patterns in two ways, thus inductive and deductive." This will result in thematic analysis being the most suitable for scrutinizing facts when researcher's endeavour is to draw facts to find out the nexus connecting variables and to evaluate diverse sets of proof which relate to diverse phenomena's in a similar aspect. In the words of Boyatzis (1998), thematic analysis often goes further than sorting and illustrating   data set as well as diverse elements of the study.

As for Holloway and Todres (2003), qualitative concept is multifaceted and it extremely varies, thus thematic analysis ought to be viewed as a basis for qualitative investigations. Thematic analysis is considered as more useful to any studies which are more interested in discovering aspects (data) using interpretations. According to Ibrahim (2012) thematic analysis present a logical element of analysing data   giving room for   the researcher to connect an examination of   the frequency with subject   full study. From Marks and Yardley (2004), due to its flexibility thematic analysis proffers a chance to understand some matters more broadly. Braun and Clarke (2006) further insisted that, because of its theoretical liberties, thematic analysis offers a workable relevant tool for researching, with potential to give affluent and detailed, yet complex version of data. Generally, being given the benefit of flexibility through thematic scrutiny usage, it is imperative to note that it is clear that we are not trying to confine this elasticity.

Nevertheless, lack of a comprehensible and concise guidelines around thematic investigation means that the 'anything goes' critique of qualitative research (Antaki et al, 2002) might well be relevant in some instances. Through this the researcher look forward to strike a balance involving demarcating thematic analysis clearly thus, elucidating what it is, and how you do it, ensuring elasticity in relation to how it is used, so that it does not become narrow and constrained, as well as misplace one of its main advantages. Braun and Clarke (2006) explained that thematic analysis has a challenge of being inadequately 'branded' technique

since it does not emerge as a 'named' analysis in the same manner which other methods do for example, narrative examination.

3.5.2. Content Analysis.

It is an aspect that establishes the existence of a particular thought inside the text components .Berelson (1971) is of the view that the researcher has to gather and determine the meaning which exists within such concepts quantify and . then construct the linkages and coherence in regard to the titles presented inside the findings of the associate .On this point Hsieh and Shannon (2005) postulates that the aspect of content examination is mainly applied in conducting a research using qualitative method in gathering the necessary data. Zhang and Wildemuth (2009) defined content analysis as research aspect used in understanding of the written data through the arrangement of related themes. It also refers to the , "aspect of experiential, practical examination of texts inside their context of communication, following content analytic rules and step by step models, without rash quantification" (Mayring: 2000, p.2). Hsieh and Shannon (2005) alluded that this concept is a workable method for analyzing text data. Texts data has be described formally as books, essays, interviews, debates, newspaper headlines and articles, past documents, speeches as well as advertisement.

Content analysis is a time consuming process linked with a number of difficulties such as human error and slowness as it was conducted manually. According to Rosengren (1981) this concept is consists of the generalised and descriptive examination of textual data. Therefore Hsieh and Shannon (2005) argue that content scrutiny is mainly applied the majority of people who carry out research , even though its flexibility has made content analysis helpful to a range of researchers, lack of a concrete definition and procedures has potentially restricted its appliance . Thus the separation of this aspect remains confined to categorising this as mostly a qualitative against quantitative methods. Morse (1991) is of the view that systematic examination in the methods in which qualitative content analysis is applied can actually shed light on major aspects so that the associate can determine the layout of the research in the to use content analysis . Qualitative content analysis has the advantage that, it is inductive in nature, meaning that, it involves a course intended to condense unprocessed data into categories based on legitimate inference and explanation. Briefly, qualitative content examination only analyse the written data. Therefore, content analysis complements

very well with this research as it will analyse the written content from the questionnaires and document review (methods of data collection).

3.6 ETHICAL CONSIDERATION

The concept of ethical norms denotes natural view of separating wrong doing from right doing as indicated by Fouka and Mantzrorou(2011) who argues that ethical considerations is that aspect that entails finalising basing on what is perceived as moral and what is immoral .Therefore ethics are aligned to the protection of the information obtained from the parties involved in conducting the research.

In addition, as ethical beings there are some norms and principles which exist which must be put into consideration which must not be bypassed when conducting a research. This ethical values include the having the permission of an individual so that he/she willingly gives out the desired information out of his own accord without any use of force which is prohibited. This aspect of the confidentiality of an individual is significant when conducting the research.Another aspect is making sure that no participant is negatively affected by the research that will be taking place in their day to day life. Therefore ensuring secrecy and discretion of all the participants is also another norm that has to be upheld .This has resulted in scholars like Fouka and Mantzorou (2011) to argue there is a relationship between the aspect of privacy in line with the civil liberties of an individual in order to maintain the aspect of human respect, As a result the researcher is not supposed to install any negative impacts, thoughts and uncertainty to the respondents as a way of upholding professional academic ethics. Therefore up to this end, the researcher is obliged maintain the confidently of every participant.

Furthermore, the researcher is committed to be governed by these ethical concepts in conducting the study. Resultantly Fouka and Mantzorou (2011) are of the view that the up keeping of privacy is important so as to safeguard his/her dignity. Thus the aspect of having secrecy must be safeguarded and the researcher must maintain privacy throughout the whole research. Moreover, having time alone denotes to the sovereignty entitled to a person to decide on the condition in which confidential records of data can be made public as supported by Fouka and Mantzorou (2011) is of paramount importance. Thus scholars like Kelman (1977) denotes it is an offensive act to get access to confidential data to be

distributed among third parties with the absence of the officials involved. In addition Treece and Treece (1982) are of the view that confidential data is restricted access to since it is usually termed to as an offensive act. Moral principles actually shapes the pattern in which all the people involved in the research will act.

In summation, the researcher will be bound by two things, which include Zimbabwean MPSE, Mutare District which is part of respondents and the Midlands State University which is the research sponsor. The researcher will respect ethics in both sides that is, on the part of protecting subjects and also on the part of self-respecting and respecting the sponsor. The researcher will be obliged by certain principles and that include, data collected must be truthful, fair and accurately recorded. Data to be collected shall possess some elements of reliability and validity. The researcher will make sure of safety of research findings to avoid data leakages. The researcher shall have certain skills and knowledge to be used in extracting data. Henceforth, these skills and knowledge shall form the base of researcher's willingness to oblige to the ethical codes.

3.7 CHAPTER SUMMARY

This section explained the researcher's will to adopt qualitative investigation design, non-probability sampling techniques as clearly tackled. As noted earlier in the chapter, the researcher shall use questionnaires, interviews and document analysis or review as tools of data collection. Data analysis methods to be used are thematic analysis and content analysis. Ethical considerations are also included and the researcher shall obey them till the conclusion of the research. The upcoming chapter shall focus on data presentation, discussion and explanation of the study findings.

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF FINDINGS

4.1 INTRODUCTION

This chapter shall present the data that was collected during the field study on the evaluation of the role played by the Civil Service Commission in promoting sound employment relations in Zimbabwe's public sector with the Ministry of Primary and Secondary Education, Mutare district impact. The chapter shall present and analyse research findings of the role played by CSC in promoting sound employment relations, legal and regulatory frameworks that govern CSC and the challenges being faced in fulfilling its functions in the Zimbabwean public sector, specifically the Ministry of Primary and Secondary Education. As researcher has opted for qualitative research techniques in researching qualitative methods will be used in presenting and analysing data. The presentation and analysis of findings will be conducted in relation to the research objectives and research questions. In short, this chapter shall answers the research questions.

4.2 RESEARCH FINDINGS

Research findings are the principal outcomes of a research project; what the project suggested, revealed or indicated (Lohr, 1999). According to Oppong (2013), research findings plays a vital role in shaping out a thesis as it gives breathe to research objectives by addressing research questions. Thus, arguing from these perspectives, we can deduced that, research findings plays a credible function in the social science research study as it brings out a comprehensive assessment in addressing the research questions thereby enhances the social science researcher to adequately satisfy research objectives.

4.2.1. Response rate

In data collection from the Ministry of Primary and Secondary Education from Mutare district, the researcher used both questionnaires and interviews. Questionnaires and in-depth interviews were successfully distributed to MPSE district regardless of gender. Questionnaires were distributed to thirty members. In that ration, eighteen were distributed to males and twelve for females. There was a sort of gender imbalance because the researcher's samples showed that, the Ministry employed more men than women. Hence, to collect a well balanced data, men have to outnumber women. The same was applicable to in-depth

interviews. Basing on the fact that, the number of men employed at the ministry is more than that of women employed, it influences the researcher's judgement on interviews. The researcher was willing to conduct twenty-five interviews but nineteen were successful. The researcher managed to do justice in data collection as all departments were engaged. The questionnaire response rate will be shown below, in the diagrams to follow.

4.2.1.1. Questionnaires

The researcher distributed 30 questionnaires for data collection at the Ministry of Primary and Secondary Education, Mutare district and 80% of the questionnaires returned.

Table 1: Administration of questionnaires

Gender	Questionnaires Administered	Questionnaires Returned	Response Rate (%)
Male	18	15	80
Female	12	10	80
Total	30	25	80

The questionnaire response rates obtained through hand-delivery were represented as shown in the table above after being rounded to the nearest ten. The pie chart below will show the response rate in percentage.

Figure 1.1: Questionnaire response rate
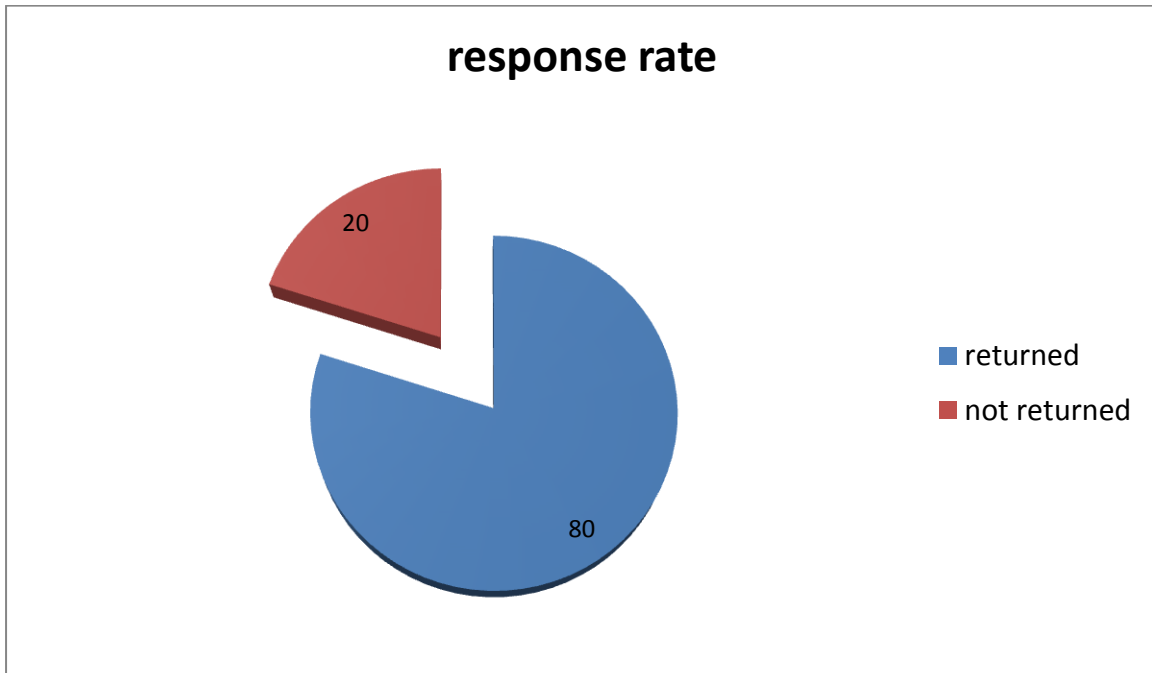
The final result of the findings from questionnaires will be summarised below.

Questionnaire Response rate analysis

Response rate in social science research is very important for the accuracy and validity of research findings. As presented on the pie chart earlier, the researcher used questionnaires for thirty people in the Ministry of Primary and Secondary Education. The respondents were chosen purposively on the basis of their knowledge of Civil Service Commission's roles and functions concerning the promotion of effective employment relations while answering the research questions and addressing research objectives. Of the thirty questionnaires distributed only twenty-five returned.

4.2.2 Functions of Civil Service Commission

CSC of Zimbabwe seems to play major functions in driving the country forward. Most of the respondents (80%) show that the major role of CSC is to promote effective employment relations. Another portion of respondents labelled CSC as the human resource arm of the public services.

During the interview, respondent A said,

The presence of civil service commission in the ministry of primary and secondary education shows that our working conditions as employees are well protected. The bosses here will not abuse us, so civil service commission is making our life easier.

Respondent D was of the opinion that,

CSC is there to guide, to enable good communication and to hear our grievances. These roles show that they are aware of industrial relations and the need to make it effective.

Five respondents were in joyous mood as they all agreed to the fact that civil service commission is the human resource arm of the public services.

Respondent B said, *"The CSC is our HR. They carry all the roles of a human resource manager. They are our HRMs in the ministry and we respect them."*

Both men and women viewed the civil service commission as the human resource department within the public services. Another male respondent of 60 years and above was very furious regarding the roles and functions of CSC.

The civil service commission is a confused bunch of criminals. In this kind of our economy when we expect them to carry their roles of human resource they are busy breaking their function of promoting effective industrial relations which leave them confused and they even put breaks on their recruitment function. I am confused because they are confused.

Lack of information regarding the roles of civil service has been another factor in MPSE, Mutare district.

Some of us here do not even know the functions of the CSC. We only heard from our friends who are working at the CSC whom I think they are better informed than us here. We even struggle to tell others out there the key functions of this civil service commission. What we only know is that they are crucial to the public sector but we do not have the information of how crucial are they.

In discussion, the first objective was to unleash the functions of civil service commission. Although there is widespread knowledge regarding the functions of the functions of civil service commission, it was quite convincing the 50% pointed the key functions of CSC as that of promoting effective employment relations and 75% support that it is the human resource arm of the public services. Previous studies have also noted relatively that, the CSC

plays Human resource (HR) roles in the public service. As noted by Zigora and Chigwamba (2000), the function of civil service commission is to appoint persons to the Public Service, to assign and promote them and set their conditions of service. The Public Service Act 16 04 noted that, to appoint persons to the Public Service, whether as permanent members or on contract or otherwise, to assign and promote them to offices, posts and grades in the Public Service and to fix their conditions of service. The role or the function of CSC is mostly known in recruitment in the public service.

Both men and women identify roles of CSC as that of appointing as well as offer promotion to the members. Thus, the research findings link with the already information regarding the functions of CSC. 60% of respondents cite other functions of CSC as similar to Zigora and Chigwamba (2000), that is to conduct examinations for candidates for entry and promotions within the Public Service; to inquire into and deal with complaints from members; and to exercise disciplinary powers over members of the service. Other functions were mined from the existing documents. As for Marshal and Murtala (2015), functions of civil service commission include: raising revenue for the government, ensuring managerial, political and financial accountability, serving the people, monitoring and evaluating the performance of organizations (Public, private or non – governmental) that are rendering service on behalf of government and driving all development initiatives. Thus from the above, the research managed to address the functions of CSC vividly and adequately.

4.2.3 Factors necessitating the adoption of employment relations

The desire to create a favourable working environment, non-discriminatory, and uphold of values of integrity, impartiality and fairness in the Ministry seem to be the most factor that necessitate the adoption of sound employment relations in the Ministry of Primary and Secondary Education. Most respondents (60% - category 1 [figure 2]) preferred the factor of creating a favourable working environment, non-discriminatory, and uphold of values of integrity, impartiality and fairness. (25% - category 2 [figure 2]) preferred the factor of promoting of transparency and accountability in educational sector. (10% - category 3 [figure 2]) support the factor of ensuring of effective nation building and economic stability within the Ministry of Education and lastly, (5% - category 4 [figure 2]) preferred the factor of promoting sustainable human development in the Ministry.

Figure 2: Percentage distribution of the respondents' most preferred factors necessitating the adoption of employment relations in the Ministry.

percentage of responses regarding the factors necessitating the adoption of employment relations in the Ministry

- category 1
- category 2
- category 3
- category 4

Respondents who participated in interviews echoed that employment relations was not adopted in the Ministry of Primary and Secondary Education because of certain factors but employment relations was always the prior to the colonisation of Zimbabwe by the white minority rule. A 50 year old woman said;

Employment relations were there in every sector prior to the coming of the whites. Our forefathers have their way of respecting elements of employment relations without implying the term, 'employment relations'.

Another respondent to be referred to as E said;

The elements of employment relations are the same as that of which was there in the past. We did not adopt employment relations in the ministry of education but we just maintained the elements of good relations in the workplace. Just like the functional exploitative working relations which were there, we just carried them to our generation.

However, the adoption of employment relations in the ministry of primary and secondary education has brought some positives in the educational sector as it has created the favourable and non-hostile environment for educational processes at early stages. Respondent C asserted that;

The educational ministry adopted industrial relations with the desire of creating a working environment that is clean, favourable with less or no discrimination which might be based on

tribe, race, language, class, or human state. This environment should also uphold civil service values of integrity, impartiality and fairness within the Ministry.

Most women did not buy the factor that employment relations were adopted to ensure the promotion of transparency and accountability in educational sector. Respondent F eluded that:

Since my number of years in the educational sector I have witnessed a number of women abuse and schools girls' ill-treatment. Girl child and other women in the sector are deprived from their human rights privileges. This acts however collided with the promotion of transparency and accountability in the educational sector.

Respondents also preferred the factor of ensuring of effective nation building and economic stability within the Ministry of Education. Respondent B postulate that,

Education is the key to success, it is through education that I believe a nation can be build from and economic too. As the ministry we adopted sound industrial relations so as to make sure that there effective nation building and economic growth because they say, 'an educated state is a wealth state'.

In explanation, the second objective was to bring out the factors that necessitated the adoption of employment relations in MPSE. Although there are a lot of factors that can be cited as contributing factors to the adoption of employment relations in the educational sector. It was surprising that most in-depth interview respondents were of the view that, there was adoption of employment relations citing that elements of employment relations were there prior to colonisation, although they were exploitative but they were functional. They are the same elements that we have at the present day. Previous studies shown that, there is a link between the factors that necessitating the adoption of employment relations in the educational sector and the elements of sound employment relations in public sector.

The researcher's findings complement well with the literature already existing in the industrial sociological discourse. In the words of Nwanolue and Chidubem (2012), The Civil Service of any country enjoys efficiency and effectiveness to the extent the government of the day objectively yields to its procedural capacity objectives and bureaucratic stability, geared towards the promotion of sustainable human development. This complement with the factor

of the promotion of sustainable human development in the Ministry as stated in the research findings. Thus, the research findings suit into the literature already existing in the discourse.

Contrary, Dundon and Rollinson (2004), believes that, employment relations were adopted in order to enables the ministry to maintain high levels of employment and to pave a way for flexibility within the hierarchy of the Ministry. Whereas other literature, asserted that employment relations was adopted to maintain high levels of employment, the research findings pointed other way because levels of employment in the Zimbabwean educational sector are no longer maintained as they have dismissed the verdict of the significance of employment relations with its ruthless policies being witnessed and being caused by the country's economic collapse. Thus, to some extent the research findings do not complement with already existing literature.

4.2.4 Legal and regulatory frameworks for promoting sound employment relations at the Ministry

Appointment of Commission: A commissioner shall hold office for such period, not exceeding three years and on the expiry of a commissioner's term of office, the President may re-appoint him for a further period, not exceeding three years.

Structures of the CSC: There is a Civil Service Commission consisting of a chairperson and deputy chairperson; and a minimum of two and a maximum of five other members; appointed by the President.

Recruitment role of the CSC: The Civil Service Commission shall appoint skilled and competent individuals to hold posts in the public sector

Functions of CSC: The CSC shall mend and control conditions of provisions, including salaries, allowances as well as other paybacks of Civil Service workers

Discipline: Any case involving misconduct or suspected misconduct on the part of a member of the Public Service shall be investigated, adjudicated upon and, where appropriate, punished by such person or authority as may be prescribed in service regulations

Mandate: The Commission shall ensure the well-being and good administration of the Public Service and its maintenance in a high state of efficiency

Although the legal and regulatory frameworks of civil service commission are situated in 2013 Constitution of Zimbabwe as well as Zimbabwe Public Service Act 16 04 but most respondents (80%) asserted that, the CSC are no longer connected to these legal and regulatory frameworks. Contrary, of 20% stated that, the constitution is still the supreme and they are still guided by it. For those who respondent to in-depth interviews, respondent G stated that;

> *I would say that constitution is there as a paper but there is no one paying attention to it. This is because the civil service commission are doing some things that the constitution prohibits. For example, on their role of recruitment, they are now recruiting based on corruption and political parties, which the constitution prohibits.*

Respondent H provides that;
> *In case of misconduct by one civil servant such as corruption, the commission do nothing especially with in this kind of life we are in. It is against their function of providing discipline in the civil service.*

In the same verdict, respondent K was of the view that;
> *There are high elements in the running of day to day business in Zimbabwe if not Africa at large that, it is not a rumour that constitution is just but a paper. There is no one to implement it but a lot of people when it comes to amend it. This has killed civil servants' life in 21st century thereby weakening the implementation of good employment relations.*

Contrary, two interview respondents shared a different opinion. Respondent C was with the idea that;
> *The constitution is still relevant as it stand as the supreme law of the land. In the appointment, the commission is still appointed by the President and they also answer to the President and sometimes the answer to the Minister who would be assigned by the President. On part of the functions, yes they conduct their roles and functions as per constitution. With all that, I say the civil service commission is still guided by the constitution which is the supreme law of the land.*

Respondent L provided that;

The constitution is still the base of the mandate and the functions of the CSC, CSC is still following those legal and regulatory frameworks stipulated in the constitution. Without these legal and regulatory frameworks, civil service commission might not exist. It is these two that stand as the foundation or the base of civil service commission. So the commission is still conduct their functions according to the constitution.

In discussion, legal and regulatory frameworks of Civil service commission are there to ensure that there is uphold of sound corporate governance values such as transparency and accountability within the civil service. According to the Global Educational Monitoring (2017), a robust legal and regulatory framework is very fundamental to ensure accountability by the actors and in Zimbabwe, right from the constitution the government is viewed as the duty bearer of education hence primarily accountable to provision of quality education. A number of schools of thoughts have a view that, in Africa there is a tendency of having a constitution on paper but with no one to pay heed to it. This is what the research findings support, the civil service commission is no longer guided by its legal and regulatory frameworks as stipulated by the 2013 Constitution of Zimbabwe and the Zimbabwe Public Service Act 16 04.

Generally, it is believed that, the historical establishment of CSC is associated with the doing away with spoils system, patronage and any form of recruitment and appointment of public servants that is non-meritocratic in favour of merit-based and open competition for public service. Depending on this assumption, the appointment of civil servants in MPSE is no longer based on merit but there are a number of patronage and spoils systems that is involved. Just like the Zimbabwean civil service commission all Civil Service Commissions are established in terms of the constitution and parliamentary acts. The South African Public Service Commission (PSC) was also established in terms of the Public Service and Pensions Act, 1912.8. Therefore, this research regard the civil service commissions as they are no longer drink where their powers are founded, they are ignoring their legal and regulatory frameworks established in the constitution and parliamentary acts.

4.2.5. Effectiveness of the Civil Service Commission in promoting sound employment relations.

The effectiveness of Civil Service Commission in upholding good employment relations in the education sector seem to be a white elephant. It was surprising to note that, only 35% recorded that CSC is effective in the Ministry of Primary and Secondary Education. 65% pointed out that, the CSC is not effective in the educational sector.

From the in-depth interviews, respondent M was quite confident of the idea that CSC is ineffective.

How can you ask me such a fallacy question? Of course, the CSC is nothing, they are inefficiency. Teachers have been victims of CSC failures since the attainment of independence. Nothing positive has been done in the educational sector, we are being paid low wages, now no more teachers are being recruited and the teaching staff is becoming low and low especially with the new curriculum at hand. So as for me, I am confident that the CSC is ineffective.

Respondent F asserted that:

Due to the economic failure and political uncertainty which is paving a way for corruption and unprofessionalism, it is crystal clear that the civil service commission has failed us drastically.

With a large number pointing to the idea that, the civil service commission is ineffective in terms of promoting sound employment relations, some asserted that, the civil service commission is still has a grip in the educational sector. Respondent N pin pointed that;

The CSC is still vibrant and it is still paying attention to its roles and functions in the Ministry of Primary and Secondary Education. They are making sure that, civil servants such as teachers are well protected.

Respondent H argued that;

The civil service commission is still accountable for its roles and functions. Thus, being accountable means they are still effective. It is effective as it allows employees to come up with clear goals and objectives. When employees create their own work plans, they become responsible and committed to achieve them.

All in one, whilst 65% argued that, the Civil Service Commission is ineffective in their role of promoting effective employment relations in the Ministry of Primary and Secondary Education in Mutare district, others (35%) pointed out that, the CSC is still vibrant. In terms of ineffectiveness, the respondents showed that, roles such as recruitment is no longer adhered to since the government arm is no longer recruiting new civil servants in the educational sector. This tally with the assertion of Nzuwah (2015) that says the Zimbabwean CSC bars new appointments. Meaning that, the government of Zimbabwe together with the CSC freezes recruitment of civil servants, including teachers and other staffs in the educational sector.

Just like what one respondent pointed out that, teachers have been the victims of ill-treatment since the attainment of independence due to the failures of civil service commission. It tallies with the case in Nigerian civil service. According to Nwanolue and Chidubem (2012), "the major problems, however, is the very poor remuneration package of civil servants. Civil servants are the most disadvantaged and depressed wage earners in Nigeria. The salaries and allowances of civil servants are very poor in relation to the rising cost of living and the amount required for reasonable subsistence."

Contrary, the civil service commission is regarded as still effective in its role of promoting sound employment relations in the educational sector. As it stand, CSC is the human resource of the public sector, therefore, they are effective in the sense that, no organization that can function without the HR department. In the words of Nyameh and James (2013), the human resource management (HRM) is a nucleus element of any service, but especially so in civil service organizations, whose employees are often their most valuable resource. The other factor that pointed out to the effectiveness of CSC is its adherence to the role of recruitment in the educational sector. Thus, the researcher's findings tallies with the information already existing in the discourse and this makes the research reliable.

4.2.6. Challenges being faced in implementing employment relations frameworks in the Ministry of Primary and Secondary Education

4.2.6.1 Lack of separation of powers in the government which result in violation of Civil Service Commission independence

Respondents have shown that, lack of separation of powers within the government structures have stolen away the freedom of the civil service commission of exercising their roles and functions. 55 % respondents supported that lack of separation of powers in the structures of the government is resulting in the violation of CSC's independence as stipulated by the constitution of Zimbabwe. One interview respondent O asserted that:

The fact that the civil service commission is appointed by the President and monitored by the executive mean they do not have the freedom to exercise their functions successfully. This hinders their role of promoting effective employment relations.

Another respondent D postulated that;
Due to our political disorder, the civil service commission are no longer at their logger heads, as their roles and functions can be influenced by the government leading to usefulness of the commission.

Respondents show that the political system of Zimbabwe is not favourable for organizations and departments to perform well their roles. Therefore, due to that effect, organizations such as CSC are continuing facing challenges as a result of political wounds. The nature where the government is being governed by the government is stressful to the CSC. This tally with what CSC is facing in other countries. According to Nwanolue and Chadubem (2012), the Nigerian Civil Service for the past fifty years, has suffered a tremendous set back from the hands of various military and civilian governments that have ruled this country. In Africa, public service organization are coupled with failures in delivering their services because of the political greediness and selfish of the African leaders. Thus, this research asserted the reliable effects that are lowering the effectiveness of civil service commission in promoting good employment relations in MPSE, Mutare district.

4.2.6.2 The country's political instability and economic decay

Political instability and economic decay seem to be the most factors that are bringing difficulties to the Civil Service Commission in their quest for promoting good employment relations in the educational sector in Mutare district. About 70% asserted that, political instability and economic decay has raped the civil service with all civil servants crying foul.

Respondent E asserted that;

Since 2000 the working conditions in the public service had never be favourable to civil servants as a result of political instability and economic dysfunctional. This caused a number of unemployment in the civil service and the country at large.

Respondent F was highly confident when she postulates that;

The Civil Service has faced tremendous growth early after independence (1980) but later crippled with undergrowth and this drained good employment relations and civil servants especially teachers began to suffer as their life began to fall under poverty datum line.

Another respondent G used his well vested experience to cite that;

In Rhodesia we used to have the same Public Service which was heavily affected by political segregation which is somehow similar to the political greediness we currently have in the country. The difference is that although in Rhodesia we were experiencing political oppression but the economy was good. In the present day Zimbabwe, the economy is very bad which was caused by the exodus of many of the whites who had previously held a monopoly of power and experience in the public service. This government therefore had no alternatives to bring better days to civil servants, mostly include teachers.

In explanation, whilst there was a lot of knowledge about the challenges being experienced in the civil service in implementing effective employment relations in the educational sector it was surprising to note that only 70% of civil servants at the Ministry of Primary and Secondary Education in Mutare district pointed out to political instability and economic decay as the main culprits. The research's findings complement well with the texts already existing in the discourse. According to Zigora and Chigwamba (2000), "the Public Service experienced tremendous growth at independence (1 980) as a result of the need to respond to the aspirations and expectations of a young and independent state. This increase coincided

with the exodus of many of the whites who had previously held a monopoly of power and experience in the public service.

The new government therefore had not alternative but to recruit a young and inexperienced cadre into the service." Thus, this is how the civil service collapse in the hands of greedy politicians and inexperienced political economists. Nwanolue and Chadubem (2012) propounded that, "for the Federal Civil Service Commission, the major problem is how to confront the increasing and persistent pressure for employment into the Federal Civil Service. In year 2000 alone, over 100,000 well qualified graduates applied for employment into the Federal Civil Service. This has serious implications on the logistics of the Commission, and the selection of candidates for appointment into the Service." Thus, the research findings show that the failures of CSC had been impacted by large number of unemployment in the public sector as well as the country at large. Therefore, the research qualifies to be reliable in the fact that, the findings tallies very well with the information from a number of case studies.

4.2.6.3 Delays in service delivery and lack of responsiveness.

Although the civil service commission try to promote good employment relations in the Ministry of Primary and Secondary Education but there are issues that are severely affecting them. About 52% pointed out that, the public service is coupled with delays in service delivery and lack of responsiveness which is the block hindering the successful promotion of employment relations. In interviews, there was less arguments regarding this setback. Respondent N asserted that;

The Zimbabwean Government wants a fundamental shift in the way the public sector goes about its business. This include the focus on effectiveness, efficiency, and innovation as a priority, and developing an expectation that achieving value for money in the public sector but due to the cancer that was inflicted by the Mugabe government, service delivery becomes political centered and corruption based. Civil servants are no longer responsible and this is what we are expecting this new government to sort out.

Thus, the research findings shows that, there is a lot needed to be done to counter the challenges that the civil service commission is facing in their quest for promoting good employment relations. 52% respondent that, delays in service delivery and lack of responsiveness to satisfy the general public has hindered the progress of CSC in their work in

the educational sector. This tally with what others school of thoughts suggested. For example, according to Zigora and Chigwamba (2000), in 1987, the Public Service Review Commission was tasked to do an in-depth study of the Zimbabwe Public Service and their findings asserted that, a number of characteristics led to delays in service delivery and lack of responsiveness to the needs of the general public.

Contrary, according to Controller and Auditor General annual plan (2011/12), "The public sector is a significant part of the economy. Therefore, any improvement in public sector performance would have an effect on economic growth and reduce stress on fiscal policy. The overall level of government spending is being constrained to enable a return to surplus as soon as possible, and to rebalance the economy through greater growth in the wider trading economy compared to the public sector." Therefore, with delays in service delivery and lack of responsiveness in the commission, the economy of the country will not be revived or resurrected. Thus, it therefore follows that, this research hold some value in the industrial relations discourse and it can be useful to some sort.

4.2.6.4 Mismanagement of funds and abuse of government resources.

The roles and functions of civil service commission are jeopardised with mismanagement of funds and abuse of office as well as government resources. It was not surprising that, 75% asserted that; the civil service commission is coupled with mismanagement of funds and abuse of office hence, hindering their pursuit for good industrial relations. In interviews, one respondent I asserted that;

The civil service commission are no longer basing their decisions on constitution as they used to be in terms of recruiting as well as handling their activities. For example, those occupying high offices are recruiting their relatives and friends plus they recruit based on the political party that one supports, it is no longer based on merit as the constitution postulate.

Another respondent J pointed out that;
Corruption within the commission is a problem of the whole Zimbabwean public sector and with this high level of corruption we are experiencing it is difficult for our civil service commission to upgrade the employment relations.

One last respondent M was of the view that;

It is not going to be easy for civil service commission to successfully promote employment relations here in the ministry of primary and secondary education because of the deadly disease of corruption. Up there, there are abusing their offices and down here we are doing all sorts to make ends meet. That's the survival as a civil servant.

Constructively, corruption includes mismanagement of funds and the abuse of office and government resources for personal gains. According to the research findings, corruption is one of the challenges that is hindering the successful promotion of effective employment relations in the ministry of primary and secondary education in Mutare district. Thus, the research findings hold water in terms of bringing out the real challenges that are lowering the progress by civil service commission in promoting good employment relations in ministry of primary and secondary education, Mutare district. According to the research findings, it is not going to work in favour of civil service commission in promoting sound industrial relations with such high rate of mismanagement of funds and the abuse of office as well as government resources for personal gains within the structures of civil service.

4.3 CHAPTER SUMMARY

Above is a comprehensive and pregnant analysis of the findings regarding the evaluation of the role played by CSC in promoting sound employment relations in the Ministry of Primary and Secondary Education in Mutare District? The chapter stands as a heart or the core of the research as it tackles the research questions. Data has been presented and analysed in a comprehensive manner as all issues and questions has been addressed. The chapter stand as the brain of the research project as it sees all the concerns and main cry of the research. This chapter stands as the rock or foundation where the next chapter shall stand.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This last chapter shall provide a pregnant and comprehensive analysis of the research conclusions, summary of findings as well as the recommendations. This chapter shall sum up the research project; provide the standing point of the researcher. A conclusion on the evaluation of the role being played by the CSC in promoting sound employment relations in the Ministry of Primary and Secondary Education in Mutare district shall be included in a satisfactory manner. The researcher's standing point regarding the research under study shall be provided as well as the ending remarks.

5.2 SUMMARY OF FINDINGS

Promotion of sound employment relations in MPSE has always been a big challenge for Civil service commission considering the nature of our politics and economy. With the continuity in issues such as corruption, political instability and the nation's economic decay it has been so hard for the CSC to play a successful role in promoting good employment relations in the educational sector. Promotion of sound employment relations in the Ministry of Primary and Secondary education is the great thing to go for as it brings development by making the educational sector favourable working environment for civil servants.

The Ministry of Primary and Secondary Education of Zimbabwe give thanks to the significant role being tackled by the CSC in promoting effective industrial relations. This is so because the CSC is still vibrant in conducting their roles and functions. The main function of the CSC is that they handle all the human resource activities of the civil service. According to the research findings, the CSC is the HR arm of the civil service and in this particular; they handle all HR activities within MPSE. The other function of civil service commission is to appoint persons to the Public Service, to assign and promote them and set their conditions of service. The research findings link well with other studies and already existing texts in reviewing the functions CSC both local and abroad.

It was the nature of the working environment that sees the adoption of employment relations into the educational sector by the civil service commission of Zimbabwe. Basing on research findings, it was the desire to create a favourable working environment, non-discriminatory,

and uphold of the values integrity, impartiality and fairness in the Ministry that pushed the CSC to be eager in promotion of good employment relations. The other factors that inspired the civil service commission of Zimbabwe to alter for the promotion of the effective industrial relations were: the desire to promote transparency and accountability in education, the desire to ensure effective nation building and economic stability within the Ministry of Education and lastly, it was the desire to promote sustainable human development in MPSE. According to the researcher's findings, the concept of employment relations was adopted in order to assist the ministry to maintain high levels of employment and to create a way for flexibility within the hierarchy of the educational sector of Zimbabwe.

Moreover, the debate is still in motion to whether the civil service commission is still paying attention to its legal and regulatory frameworks that established in Public Service Act 16 04 and also the 2013 Constitution of Zimbabwe. From the research, we can noticed that, a robust legal and regulatory framework is very significance to ensure accountability by the parties and in Zimbabwe, right from the constitution the government is viewed as the duty bearer of education hence primarily accountable to provision of quality education. According to the research findings, it is to a greater extent that the CSC is no longer paying attention to these legal and regulatory frameworks.

In the same regard, whilst some findings support the verdict that the legal and regulatory frameworks of the CSC are just but on paper and no one is following them, other findings shows that, these legal and regulatory frameworks of the civil service commission are still being followed as they remain the foundation of the work and the existence of the commission. Therefore, the CSC of Zimbabwe was established by the Public Service Act 16 04 and these legal and regulatory frameworks provide guidance to the CSC their mandate of promoting sound employment relations within the Ministry of Primary and Secondary Education in Mutare district. Conclusively, the researcher stand with the verdict that, the legal and regulatory frameworks are no longer abided to for the promotion of sound employment relations in Zimbabwe's educational sector.

Addressing the research question that says; how effective is CSC in promoting sound employment relations in the ministry of primary and secondary education, the researcher found out that, 65% argued that, the Civil Service Commission is ineffective in their role of promoting effective employment relations in MPSE, Mutare district. While others pointed out that, the CSC is still vibrant. In terms of ineffectiveness, the CSC is said to be no longer

adhering to its legal and regulatory frameworks which is at the base for promoting effective employment relations. The civil servants are ineffective as they offer very poor remuneration package to civil servants. However, research findings showed that, CSC is still regarded as effective in its role of promoting sound employment relations in the educational sector. The other factor that pointed out to the effectiveness of CSC is its adherence to the role of recruitment in the educational sector although some pointed out that it is no longer based on fair ground. Thus, basing on the researcher's findings the civil service commission is facing a lot of challenges in their pursuit for the promotion of sound employment relations within MPSE.

According to the research findings, it is not a smooth journey for the civil service commission to promote good employment relations in the ministry of primary and secondary education as they are encountering a lot of setbacks. Basing on the findings the main challenge being encountered by the CSC is the violation of their freedom and independence which complicates their jobs. Another challenge that was highlighted in the findings is political instability and economy decay that has romped our country of Zimbabwe. The researcher also found that, delays in service delivery and lack of responsiveness as well as mismanagement of funds and the abuse of government resources which in short is corruption have weakened roles and functions of the commission of promoting good employment relations. Henceforth, these challenges are hindering the CSC's pursuit for the promotion of sound employment relations.

All the findings have been captured in this summary and research questions have been answered and summarised. The evaluation of the role played by the Civil Service Commission in promoting sound employment relations in MPSE ,Mutare District from 2012 to 2016 have been articulated in a comprehensive manner. However, in the course of promoting sound employment relations in the educational sector, the CSC of Zimbabwe is facing some challenges, as noted above and later we will proffer recommendations to counter attack these challenges.

5.3 CONCLUSIONS

This section will bring out to light the researcher`s conclusions or opinions on the findings that were highlighted earlier in chapter four. In as much as the evaluation of the role played

by the Civil Service Commission in promoting sound employment relations in MPSE, Mutare District from 2012 to 2016 have been presented on the findings above, the researcher shall conclude on how civil service commission have promoted sound employment relations in the ministry of primary and secondary education in Zimbabwe. The extent to which it has been incorporated and the gravity of the challenges being faced on successfully promoting good employment relations shall be brought to light as well.

First and foremost, the researcher gathered that, the CSC has played numerous roles and functions in Zimbabwe's public sector and civil service. Although respondents shared that the CSC is in charge of promoting sound employment relations, however, it is also regarded as the human resource arm of the government as they play all the human resource activities in the civil service. The researcher found out that, other functions of CSC are that; they handle all HR activities within MPSE. The other function of civil service commission is to appoint persons to the Public Service, to assign and promote them as well as position their service regulations. The research pointed out to the functions of civil service commission as; raising revenue for the government, ensuring managerial, political and financial accountability, serving the people, monitoring and evaluating the performance of organizations (Public, private or non – governmental) that are rendering service on behalf of government and driving all development initiatives. Thus, as a standing point, the CSC played a number of roles and they all fall under human resources, therefore, the CSC is the human resource department of the civil service.

 Adding to, this research was based on the evaluation of the role played by the CSC in promoting sound employment relations in Zimbabwe's public sector specifically MPSE. Therefore, the researcher looked at factors that necessitated the promotion of good employment relations in the educational sector. The researcher concluded that, it was the desire to create a favourable working environment, non-discriminatory, and uphold of the values integrity, impartiality and fairness in the Ministry that pushed the CSC to promote good employment relations. The researcher can also cite other factors such as; the desire to promote transparency and accountability in education, the desire to ensure effective nation building and economic stability within the Ministry of Education and lastly, it was the desire to promote sustainable human development in MPSE. Thus, basing on the researcher's findings, the researcher summarised that, the concept of employment relations was adopted in

order to assist the ministry to maintain high levels of employment and to create a way for flexibility within the hierarchy of the educational sector.

From the research, it is believed that the Civil Service Commission was established under the Public Service Act 16 04. Although some respondents pointed out that, the CSC is no longer adhering to its legal and regulatory framework as stipulated in statutory documents; others were of the view that, the legal and regulatory frameworks that govern the CSC are still relevant and respected. From research findings, it can be concluded that, a robust legal and regulatory framework is very significance to ensure accountability by the parties and in Zimbabwe, right from the constitution the government is viewed as the duty bearer of education hence primarily accountable to provision of quality education.

In spite of the efforts made by the CSC to promote good employment relations in the Ministry of Primary and Secondary Education, research findings showed that, it is still ineffective. However, other facts showed that, CSC is still regarded as effective in its role of promoting sound employment relations in the educational sector. Therefore, as a standing point, the researcher stand with the verdict that, the CSC is effective in its role of promoting sound effective employment relations in the educational sector. The factor being that, according to the research findings, the CSC adheres to its roles and functions in MPSE of recruitment, promotion and brings discipline in the educational sector. Thus, basing on the researcher's findings the civil service commission is facing a lot of challenges in their pursuit for the promotion of sound employment relations in the ministry of primary and secondary education.

From the research findings, in their journey, the CSC is facing a lot of setbacks. Basing on the findings, the challenges being encountered by the CSC are; is the violation of their freedom and independence, political instability and economy decay, delays in service delivery and lack of responsiveness as well as mismanagement of funds and the abuse of government resources and corruption. It can be summarised that, these challenges are weakening the roles and functions of the commission of promoting good employment relations. These challenges are hindering the CSC's pursuit for the promotion of sound employment relations and it has made them to poorly maintain their roles.

All in all, good employment relations have been on the realm of the civil service commission agenda in the public sector. The fact that, the civil service commission is facing a number of

challenges in their pursuit for the promotion of sound employment relations in MPSE means their work is jeopardised. Having all these in mind, it will be justified for one to conclude that, the role of CSC of promoting sound employment relations has a long way to go for it to be a success.

5.4 RECOMMENDATIONS

Based on the findings of the research, this section shall presents the recommendations made to assist the role of CSC in promoting sound employment relations in the Ministry of Primary and Secondary Education in Zimbabwe while trying to encounter challenges that are being faced in the long run. After making an analysis and evaluation on the role if CSC in promoting good employment relations in the educational sector of Zimbabwe, it is imperative for the Civil Service Commission to follow re these recommendations and suggestions in order to ensure efficiency and effectiveness in MPSE. Meanwhile, Zimbabwe must address the current problems which are there already in the public sector in order to facilitate effective empowerment relations.

To facilitate the promotion of good employment relations in the Ministry of Primary and Secondary Education in Zimbabwe, Civil Service Commission must anticipate for particular threats to ethical principles in public zones. In order to set good standards in the educational sector they have to uphold public sector ethical values first. In support, Whitton (2001) noted that, concentration should be made to systemic threats which can deteriorate devotion to core ethics values, sound governance, and to preparing essential political and management responses. Whenever there is no adherence to core public sector and educational sector ethical values it is problematic to successfully promote good employment relations. In addition to that, there should be necessity for aspiration and readiness on the part of the pubic to stick to public service laws and regulations and not to infringe the law. Adherence to ethical values has to be on two parties, the PSC and the public at large. All these parties they have to monitor and raise alarm when they notice the practice unethical values. Thus, in order to successfully promote employment relations, it is necessary to deal with specific threats to ethical standards and showing desire and willingness to adhere to the public sector laws and regulations.

Another suggestion for the CSC to relate in their pursuit for sound employment relations in the educational sector is that; corruption and other misconducts in every sectors of the

economy ought to be handled by governments for effective public services. Corruption is the cancer in our civil service as we are witnessing mismanagement of funds and the abuse of office and government resources. In this regard, there is need for the government to make use of the anti-corruption commission and make it vibrant to deal with corrupt cabals. In support, Nwanolue and Chidubem (2012) in their recommendations to the Nigerian public service noted that; regulatory agencies like the Public Complaint Commission were set up to deal with corruption and uphold civil provisions ethical values. In addition to that, Marshall and Murtala (2015) suggest that, there should be patriotism, openness, integrity, dedication as well as fear of God since the board sanctions and penalties are not sufficient to restrain public misconduct. Thus, therefore, the government has to deal with corruption and other vices in all sectors to enhance effective promotion of employment relations in MPSE.

Furthermore, promotion of good employment relations in the educational sector has been affected by the country's political instability and economic decay that has romped the public sector and the nation at large. To articulate this challenge, there is a need to commercialise and privatise the civil service commission so that whatever happened in the political economy of our country shall not affect the day to day running of the commission. In support, Zigora and Chigwamba (2000), identified commercialization and cost revival methods for several departments as a way to address the problems being faced by the Commission in their daily businesses. Political instability and economic decay are the national diseases that government is failing to cure making commercialisation and privatisation of CSC the only way to go. Henceforth, if we can have such innovation, it will improve or increase the promotion of effective employment relations in the Ministry of Primary and Secondary Education in Zimbabwe.

Adopting good corporate governance is the recommendation that can be useful to CSC in their pursuit for good employment relations in the educational sector. This includes that: remuneration should be based on job content as well as performance and merit ought to be the stipulation for promotion. In support, Nwanolue and Chadubem (2012) noted that , execution of recommendations from the report led to increasing reassessment of employee salaries and wages, enhanced staff development programmes and strengthened training of professional public servants in universities . This implies that, having professional civil servants is good as it enhances proper implementation of good corporate governance in the civil service. In addition to that, Zigora and Chigwamba (2000) suggested that, a survey

should be conducted to verify the information and data on the status of public entities since this will enable reign of sound corporate governance in public services. Generally, adoption of sound corporate governance ensures that, there is transparency, accountability, effectiveness, efficiency, probity and responsiveness in their contact with the MPSE thereby, enabling promotion of sound employment relations in the educational sector.

Moving on, with problems such as the violation of CSC independency, recruiting of inexperienced civil servants and corruption, the researcher recommends the CSC to make use of the Code of ethics and adhering to the constitution. There is a need to adhere to the constitution so as to counter a number of challenges in the commission. In support, Marshall and Murtala (2015) noted that, civic facility is a means for public services provisions and governance hence the Constitution of Nigeria 1999 provided templates for the kind of behaviour expected of public entities in terms of probity. There is a factual accusation that, there are a number of civil servants who does not know the code of conduct and the provisions therein, henceforth, there is a need to provide training and awareness to facilitate the significance of the code of conduct. In conclusion, there is a need to introduce trainings on code of conducts as well as preaching for the adherence to the constitution and its provisions therein to facilitate the promotion of sound employment relations in MPSE.

5.5 CONCLUSION

Above all, the main scope of this dissertation research was to evaluate the role of Civil Service Commission in promoting sound employment relations in the Zimbabwean public entities with the case study of Ministry of Primary and Secondary Education in Mutare district. The researcher managed to give an adequate insight connecting the research study with theoretical frameworks to help in understanding the subject of civil service and industrial sociology. The researcher also gave an insight of the contribution of other scholars and theorists in the second chapter where literature review and theoretical framework where explained. In the third chapter, the researcher chooses the qualitative research design, qualitative methods to conduct qualitative analysis. In chapter four, the researcher did great justice in presenting the researcher's findings in light with the research objectives and research questions. Chapter five comes in to summarise the research findings which was presented in chapter four and proffer recommendations to the civil service policy makers and the Ministry of Primary and Secondary Education. It therefore follows that, all research

questions, objectives have been articulated in a satisfactory manner, to comprehensively evaluate the role of CSC in promoting sound employment relations in MPSE 2012 to 2016.

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APPENDIX I: Interview guide

Name of your Organization...

Position in the Organization...

Date ..../......./20.....

Sex	FEMALE	
	MALE	

Age	20 – 40	
	41 – 60	
	61 and Above	

1. For how long have you been following the employment relations of Zimbabwe? Tick in the ranges of years provided below

            0 – 2 years   (1)   [ ]

            3 – 5 years   (2)   [ ]

            6 – 8 years   (3)   [ ]

            9   years and above   (4)   [ ]

2. In what capacity can you say the Civil Service Commission of Zimbabwe has promoted sound employment relations?

3. I understand that, you have been following the work of Civil Service Commission of Zimbabwe, What do you think are the main functions of Civil Service Commission?

4. What are the factors necessitating the adoption of good employment relations in the Ministry of Primary and Secondary Education in Zimbabwe?

5. What do you think are the effectiveness of the Civil Service Commission in promoting sound employment relations in the Primary and Secondary Education Ministry?

5). What do you think are the challenges faced in implementing sound employment relations frameworks in the Ministry of Primary and secondary Education by the Civil Service Commission?

7). From your understanding, what do you think the Civil Service Commission can comprehend to promote good employment relations in the Ministry of Primary and Secondary Education?

Thank you!!

APPENDIX II: Questionnaire.

Questionnaire concerning evaluation of the role played by the Civil Service Commission in promoting sound employment relations in Zimbabwe's Public sector: The case of the Ministry of Primary and Secondary Education Mutare District from 2012 to 2016.

My name is ***Vimbai Makamure*** *(R146493N)* a Bachelor of Politics and Public Management student at Midlands State University. I am carrying out my HPPM dissertation research focusing on the evaluation of the role played by the Civil Service Commission in promoting sound employment relations in Zimbabwe's public sector with the Ministry of Primary and Secondary Education, Mutare district as my case study. The questionnaire is designed to collect data on the role played by the Civil Service Commission in promoting sound employment relations in Ministry of Primary and Secondary Education, Mutare district in Zimbabwe and will also be a base for recommendations and suggestions for improvements.

I am kindly pleading to you to complete the questionnaire anonymously in the spaces provided. You may take about 15minutes to complete the questionnaire. Be assured that the data collected from these questionnaires shall be used in absolute confidence and for academic purposes only.

Name of your Organization...

Position in the Organization...

Date ..../............./ **20**........

Sex	*FEMALE*	
	MALE	

Age	*20 – 30 years*	
	31 – 40 years	
	41 – 50 years	
	51 - 60 years	
	Above 60 years	

1. What are the key functions of Civil Service Commission of Zimbabwe?

....

....

....

....

....

2. How much do you know about employment relations? Tick in the appropriate box

1. *A LOT*	
2. *FAIR*	
3. *LITTLE*	
4. *DO NOT KNOW*	

3. For how long have you been following the work of Civil Service Commission of Zimbabwe? Tick in the ranges of years provided below

0– 2 years	
3 – 5 years	
6 – 8 years	
9 years and above	

4. To what extent can you say the Civil Service Commission of Zimbabwe has promoted sound employment relations in Zimbabwe?

....

....

5. What are the factors necessitating the adoption of employment relations in the Ministry of Primary and Secondary Education?

The desire to create a favourable working environment, non-discriminatory, and uphold of the values integrity, impartiality and fairness in the Ministry.	

Promotion of transparency and accountability in education	
Ensuring of effective nation building and economic stability within the Ministry of Education	
Promotion of sustainable human development in the Ministry	

6. Below are the legal and regulatory frameworks of Civil Service Commission extracted from the Constitution of Zimbabwe (2013) chapter 10 (200 – 203) and Public Service Act 16: 04. In light with employment relations in Zimbabwe, do you think the CSC is upholding them? Tick the appropriate answer.

A commissioner shall hold office for such period, not exceeding three years and on the expiry of a commissioner's term of office, the President may re-appoint him for a further period, not exceeding three years.	[1]
There is a Civil Service Commission consisting of a chairperson and deputy chairperson; and a minimum of two and a maximum of five other members; appointed by the President.	[2]
The Civil Service Commission shall appoint qualified and competent persons to hold posts in the Civil Service	[3]
The Civil Service Commission shall fix and regulate conditions of service, including salaries, allowances and other benefits, of members of the Civil Service	[4]
Any case involving misconduct or suspected misconduct on the part of a member of the Public Service shall be	

investigated, adjudicated upon and, where appropriate, punished by such person or authority as may be prescribed in service regulations	
The Commission shall ensure the well-being and good administration of the Public Service and its maintenance in a high state of efficiency	

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....

7. In your opinion, how effective is the Civil Service Commission in promoting sound employment relations?

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....

8. What are the challenges being faced in implementing employment relations frameworks in the Ministry of Primary and Secondary Education? Tick the appropriate answer/s.

Lack of separation of powers in the government which result in violation of Civil Service Commission independence	[ ]

The country's political instability and economic decay	[ ]
Delays in service delivery and lack of responsiveness.	[ ]
Mismanagement, abuse of government resources and corruption	[ ]
Do not know	[ ]
Other (Specify)	[ ]

9. a). Do you think sound employment relations will be ever promoted in the Zimbabwean public sector? Tick in the box to show your answer.

Males   1) Yes [ ]   2) No [ ]
Females   1) Yes [ ]   2) No [ ]

(b). Explain your answer briefly

....
....
....
....
....

10. What are your recommendations that can be put forward in strengthening the role of the Civil Service Commission in promoting sound employment relation?

There is need for desire and willingness on the part of the pubic to adhere to the public service laws and regulations and not to violate the law.	[ ]
Corruption and other vices in all sectors of the economy must be tackle by the government for effective public service in the public sector	[ ]
Adopting good corporate governance.	[ ]
Commercialisation and privatisation	[ ]
Making use of the Code of ethics and adhering to the constitution.	[ ]

Don't know	[ ]
Other (Specify)	[ ]

11. Do you have any other additional comments to make?

....

....

....

....

....

....

....

Thank you for your time!!