FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

Topic:

An assessment of the impact of training and development on staff efficiency and service delivery in urban municipalities: The case of Chitungwiza municipality, 2013 to 2016.

BY

SHAYAMANO MELODY

R142959W

A dissertation submitted to the Midlands State University in partial fulfilment of the requirements of Honours Degree in Politics and Public Management under the experienced supervision of

Mr T. MUDE

October 2017

DECLARATION

I, SHAYAMANO MELODY, hereby declare this dissertation for the Bachelor of Science in Politics and Public Management Degree at Midlands State University, hereby submitted by me, has not previously been submitted for a degree at this or another institution, and that this is my own work in design and execution. All reference materials contained therein have been duly acknowledged.

Signature_____

Date _____

DEDICATION

This research is dedicated to the Almighty for giving me the strength and courage to complete this degree. I also dedicate this research to my mum and sisters for their support and for sacrificing part of their time as I pursued this research. This dissertation is also dedicated to all the employees who tirelessly work to achieve excellent service provision in a bid to end poverty and impacting positively towards people's lives.

ACKNOWLEDGEMENTS

ABSTRACT

This study was aimed at assessing the impact of training and development of staff efficiency and service delivery in urban municipalities with specific reference towards CM from 2013 to 2016. The study utilised a mixed method approach encompassing both qualitative and quantitative data analysis with a case study design. The sample study was selected from the employees within Chitungwiza using stratified random sampling as well as judgemental sampling. The research study utilised both primary sources (questionnaires, interviews, photographs and observations) and secondary sources (books, government documents, the internet, articles and journals). A conceptual organisational learning theory was employed to explain the benefits associated with training and development from an individual, group and organisational perspective. Data was analysed with the use of SPSS package and excel package to deduce quantitative data and qualitative data was analysed with the use of thematic data analysis and the use of pictures. The study showed a myriad of weaknesses and strengths of employees at Chitungwiza Municipality in the conduct of their duties. Basically, the study showed that much of the woes being experienced at the Municipality in as much as service delivery is concerned are mostly attributed to poor utilisation of the employees other factors such as autocracy, bureaucracy, lack of independency, corruption and lack of employee motivation were also highlighted contributing to poor service provision at the Municipality from 2013 to 2016. It was recommended that the Municipality should prioritise and value their employees that will go a long way in motivating them to be more efficient and effective in conducting their duties of which all this can be addressed with proper and frequent training and development programmes of the staff to meet with the dynamic global community.

Key words: Training and development, staff efficiency, service delivery, Urban Municipality

Table of Contents

List of tables

List of pictures

List of figures

List of acronyms

CM	**Chitungwiza Municipality**
MLGPWNH	**Ministry of Local Government Public Works and National Housing**
SDGs	**Sustainable Development Goals**
RBM	**Result Based Management**
MOB	**Management by Objective**
HRM	**Human Resources Management**
HR	**Human Resources**
ICT	**Information Communication Technology**
NGOs	**Non- Governmental Organisations**
PSC	**Public Service Commission**
ZBC	**Zimbabwe Broadcasting Commission**

CHAPTER 1

INTRODUCTION

1.1 Introduction

The study explores the impact of training and development on staff efficiency and service delivery. The local sphere of the government is regarded as the bedrock of societal, local and national development since it is responsible for the provision of essential goods and services. The study is also aimed at reconstruction and enhancement of the lives of people within the community. Through the local government the grassroots participate in decision making and hence interface with the government. Notably, the services provided are fundamental to human rights as enshrined by the Constitution of Zimbabwe Amendment (No. 20) Act of 2013 and also which are in line with the Sustainable development goals (SDGs) specifically goal number six and eleven that focuses on providing clean and safe drinking water, sanitation, waste removal and building of sustainable cities and communities. As a result, the study will focus on investigating the challenges being encountered by Municipal employees in discharging their duties and hence assessing the impact of training and development on staff efficiency and service delivery in Chitungwiza municipality so as to offer quality services towards the people. The study will also address the concerns of the municipal employees in as much as training and development is concerned and assists in areas that are lagging behind. The chapter will focus on the background of the study, research objectives, research questions, statement of the problem, significance of the study, definition of key terms and research chapter outline respectively.

1.2 Background of the study

Local government was established through two Acts of Parliament that is the Rural District Councils Act [Chapter 29:15] and Urban Council's Acts [Chapter 29:15]. The study will focus on the Urban Council which Chitungwiza Municipality fall under. The major function of the Municipality is to cater for the development in terms of service provision within specified areas including both institutional (public or corporate) and individual/ household offering the services directly and indirectly (Mushamba 2010). This study also concur with the Sustainable Development Goals drafted by United Nations 2030 agenda to try and develop nations specifically goal number six and eleven. In this regard, training and

development of municipal employees can go a long way in ensuring the success of the goals as well as providing world class services by 2030.

Chitungwiza is a town situated approximately 25 kilometres south of the capital, Harare comprising of three major high density suburbs of Seke subdivided into 15 units, Zengeza encompassing five sections and St Marys divided into two sections (Nyikadzino 2015)

In 1996, the government granted Chitungwiza a full municipal status through realizing its growth and demand for investments as it is the third-largest and the fastest-growing urban centre in Zimbabwe with over 350 000 people according to the 2012 census Matimati and Rajah 2015). The Municipality was established in terms of The Urban Councils Act chapter 29:15 to provide services to the town under the jurisdiction of the Ministry of Local Government, Public Works and National Housing (MLGPWNH). However, the local governments' potential to develop has progressively failed and the Chitungwiza Municipality is of no exception in the deteriorating service provision as can be evidenced by poor strategic human resources because the needs for training is not identified and catered for as an obligatory part of management function (Matimati and Rajah, 2015; Clayton et al, 2000).

In essence, training and development of employees is an important part in the utilisation, productivity, commitment, motivation and growth of employees as training is aimed at helping an employee to acquire basic knowledge and skills required for the efficient execution of the duties for which they are to perform, take up new responsibilities as well as adapt to changing circumstances and in turn proffer for employee efficiency (Cole, 2006; Elozieuwa 2012). Less attention is being given towards training and development needs in the Municipality hence this can be attributed to poor performance as there is general outcry from the residence and other agencies towards service delivery being provided within the specified time-frame with fewer improvements.

Adding on, as a result of rapid population growth in urban areas, most cities experience challenges of service delivery (Organisation for Economic Co-operation and Development 2010). The issue of urban population is very much applicable to the case study in question as remarkable number of population has increased over the years and does not tally with the competency of the employees within the Municipality to cater for service provision (Sifile et al 2015). Besley and Ghatak (2007) concurs that there is a great interface between service delivery and the quality of life within a community resulting in poverty reduction. In this

regard, service delivery slippages have been the order of the day in Chitungwiza and as such have had drastic effects on the lives of people as they are the ones who witness the plethora of service delivery (Nyikadzino 2015).

In a bid to improve the livelihoods of people living in Chitungwiza, the research will focus much on how municipal employee training and development can help in the provision of better services hence reduction of poverty within the country. Nischithaa and Narasimha Rao (2014) are of the opinion that training and development is the responsibility of an organisation that will ensure motivation of employees and proffer for competence of staff that are more efficient and effective. Cole (1993) and Jones et al., (2000) defined training and development respectively as a learning activity that is aimed at the acquisition of specific skills and knowledge of a current occupation and empowering them to take up future responsibilities. In line with the definitions, a trained employee is generally a motivated individual and as such, a better performer as compared to a non-trained employee therefore guaranteeing efficiency and improved services. Various studies conducted on urban municipalities have largely focused on service delivery by the local government turning a blind eye on the impact of training and development in improving staff efficiency and in turn enhancing service delivery

1.3 Statement of the problem

Apart from the traditional personnel management functions generally focused on by the management less attention is provided towards training and development as an aspect to cater for employee efficiency and has had drastic effects on service delivery in public organisations. There has been growing concern over the capacity of Chitungwiza Municipality in improving services to benefit citizens, employees and various stakeholders (Matimati and Rajah 2015; Madzivanyika 2011; Mushamba 2010); Jonga 2014). According to Madzivanyika (2011) "basic services must, be available, accessible, culturally acceptable, and affordable, of good quality and provided on a non-discriminatory basis." Nonetheless, the quality of services being offered by the municipality is generally poor as there are massive outcries from the populace and organisations operating within Chitungwiza. The service delivery problems are evidenced by continuous sewer bursts, failure to provide running tap water, heaps of rubbish waste along roadsides, poor drainage systems, housing problems, potholed roads, lack of participation by the citizens since they lost trust in the municipality and high levels of corruption (Madzivanyika 2011)

1.4 Research objectives

The study seeks to explore the impact of training and development on staff efficiency and service delivery with the specific objectives as:

1. To assess the extent to which training and development help in improving staff efficiency and service delivery in Chitungwiza Municipality.
2. To identify areas needing training towards improving work attitudes of employees within the Municipality.
3. To investigate ways in which training and development help in improving service delivery.

1.5 Research questions

This study aims to answer the following questions:

1. To what extent can training and development help in improving staff efficiency and service delivery in Chitungwiza Municipality.
2. What are the areas needing training towards improving work attitudes of employees within the Municipality?
3. In what ways can service delivery improve in Chitungwiza Municipality.

1.6 Significance of the study

Poor training and development of the local government employees, which has over time resulted to poor input and output has become a menace to public service and Human Resources Management opined (Elozieuwa 2012). This research will contribute to literature on the importance of training on employee satisfaction and motivation as well as development within the organisation and the country as a whole. The research will also help in policy making process since areas needing intervention will be pointed out as well as solutions and it will also be significant in trying to improve the success of already existing policies. This research is also significant in that it will assess the needs and resources required by the Municipal workers to help in improving services and most importantly improve job satisfaction and efficiency.

1.7 LITERATURE REVIEW

The concept of training and development have been explained slightly different in respect to different authors but there are several instances where the authors agree with certain principles enshrined with training and development. One instance can be drawn from literature that the first step in a systematic training and development is the needs analysis that will address the gaps between actual performance and what is expected in an organisation (Desimone et al 1998; Reid and Barrington 1999; Ford 1999; Kennedy et al 2013). In response to the needs analysis, organisations then design unique training and development programmes that will facilitate optimal utilisation of the employees improving organisational production as well as competitive edge (Kennedy et al 2013; Bowen and Ostroff 2004; Armstrong 2010).

Training and development of employees within an organisation seem to have a remarkable positive modification in improving staff efficiency and service delivery. Taylor (1961) conceptualized training to bring about a continuous improvement in the quality of work performed; it would equip employees with necessary knowledge, skill, abilities and attitude to perform their jobs efficiently and effectively. It can be noted with no doubt that there will be positive results, powerfully impacting on productivity, performance and commitment levels among staff within local municipalities (Bhatia and Kaur 2014). According to literature, the importance of training and development of employees is taken with great emphasis in mostly developed countries and a huge gap can be drawn from the developed nations and developing states in which Zimbabwe fall under.

A survey on literature highlighted that the major objectives of training and development can be articulated with four major aspects namely individual, functional, organisational and social benefits as was elaborated by Senge (1990). In relation to literature, organisational learning theory can be linked to the objectives highlighted above where employees acquire new knowledge, skills and improved work attitude influencing three aspects as the theory elaborates promoting organisational learning, the key players and the key processes targeted at ensuring high productivity of an organisation (ibid 1990). To ensure continuous development and competence of an organisation and in this case the Municipalities training and development should take priority as an integral part of HRM function. To achieve this, the government through the PSC drafted the Capacity Development programmes so as to build up and nurture the existing knowledge, abilities, skills and behaviour of individuals and

develop institutional organisations so that an organization can be able to efficiently meet its objectives in a sustainable way (Chakunda and Chakaipa 2015).

The study therefore seek to analyse the importance of training and development in the Zimbabwean local government context and in particular the Chitungwiza Municipality situation in a bid to improve staff efficiency and service delivery. Chakunda and Chakaipa (2015) asserts that training and development strengthen the knowledge, abilities, skills and behaviour of individuals and improve institutional structures and processes such that the organization efficiently meet its mission and goals in a sustainable way. Thus training and development is crucial for building and sustaining competitive advantage and competence of the organisation as the two aspects will be continuously applied to cater for change and development that has taken place over the years (ibid 2015; Madzivanyika 2011). However, Gwayi (2010) cited several causes of poor service provision in urban municipalities amongst them are shortage of staff skills and proper utilization of the employees, inefficient administrative or management leadership, financial constraints and lack of independency hindering service delivery in Zimbabwe.

In addition, sound cooperate governance's agenda is to nurture an organisation with the best practises possible towards other subordinate workers guided with the principles of accountability, transparency and efficiency (Machingauta 2014). Although frameworks to ensure good corporate governance exist for example the King code, mal-practise of these frameworks are rife evidenced by series of corrupt tendencies by the management and lack of will to guard against the defaulters has done more harm towards service delivery in urban municipalities (Machingauta 2014). In February 2012 according to the Sunday Mail, an investigation at the Chitungwiza Municipality unearthed rampant mismanagement of resources and funds by the management and political office bearers that had drastic financial effects to the Municipality and also led some councillors to lose their jobs. Recently, the Municipality is yet at the apex in as much as corruption scandals are concerned as shown by massive demonstrations at the Municipality according to ZBC News Online citing allegations of corruption from the top management adding to the already deteriorating situation of the Municipality and also other Zimbabwean Municipalities are of no exception for example Chegutu Municipality .

In less developed countries, the ordeal of service delivery cannot be ignored as evidenced by escalating poor service delivery according to literature survey conducted. In Nigeria, public

organisations and by extension the local government institutions give less significance to training and development opined Elozieuwa (2012). Although it is common knowledge that for sustainable development of any community to take place, the local government act as the facilitators for promoting grassroots involvement of the people creating a bottom-up approach to development. While the aim of any institution is to maximize production through efficient and efficacy of employees a myriad of challenges have been drawn including but not limited to corruption and lack of capacity to deploy and retain highly skilled workers due to unwillingness of local authorities to invest on employee training and development (Amujiri, 2002; Elozieuwa 2012).

1.8 Theoretical framework

According to Creswell (2014), the use of theory is very important in order to carry out a systematic research. This is because theories offer systematic guidance and broader explanations to social phenomena. This study will therefore utilized the integrated learning theory in a bid to articulate the relationship between training and development on staff efficiency and subsequently improving organisational outputs and in this case service delivery in Chitungwiza Municipality. Senge (1990:3) critically defined organisational learning as an organisation where "new and expansive patterns of thinking are nurtured, where collective aspiration is set free, where people continually expand their capacity to create the results they truly desire, and where people are continually learning how to learn together". The definition demonstrates a weighing scale of cognitive and behavioural features that combine forms of thinking plus action. The major rationale for organisational learning theory today is the need to meet the requirements of the dynamic environmental conditions in the globalised world as trends evolve so is the organisation in which it operates hence the need for training and development for long-term survival and success. Azmi (2008) asserts that nurturing learning is a top priority in today's business world because it contributes to competitive advantage through enhancing organisational performance and effectiveness.

In addition, the theory integrates three aspects namely: the conditions that promote organisational learning, the players and the key processes recommended for each of the targets ensuring high productivity of an organisation as highlighted by the diagram.
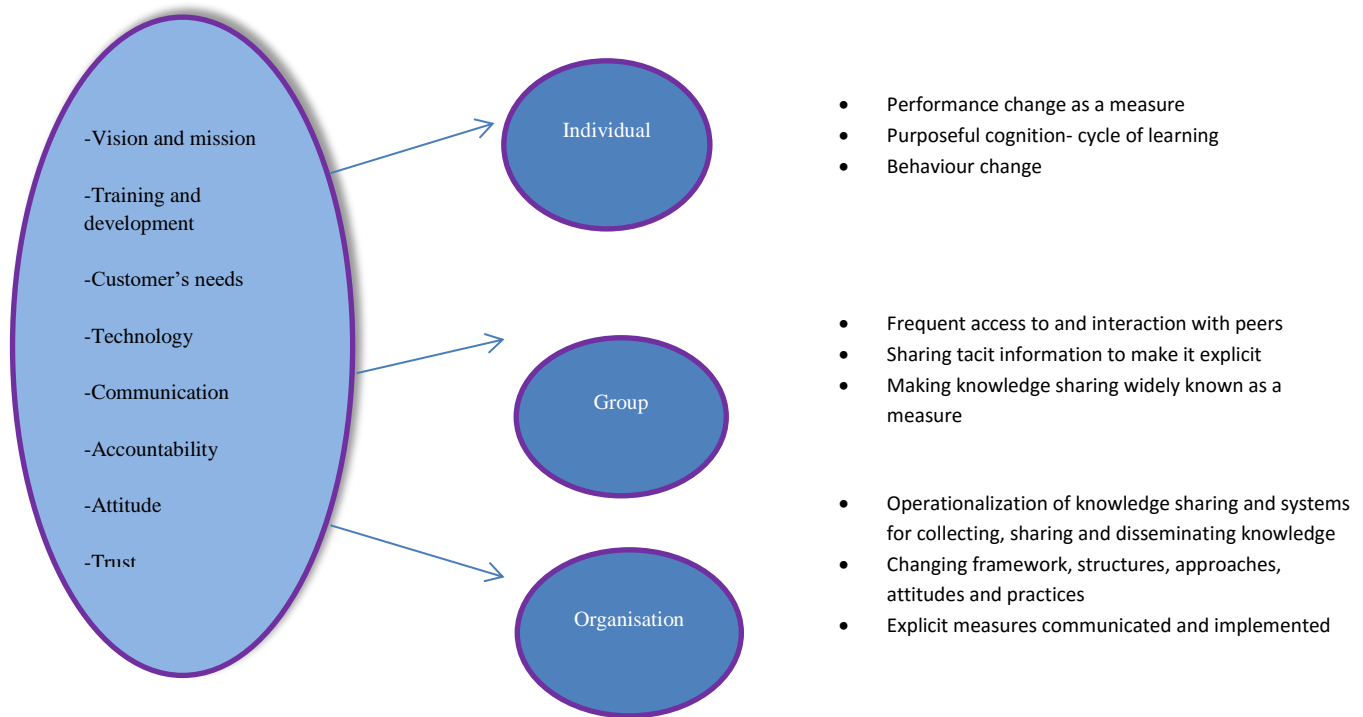
Figure 1.1: Organisational Learning theory illustated by Leavitt, C: 2011

1.9 Research methodology

Teddlie and Tashakori (2009) delineates that research methodology as the different stages a researcher undertakes during the research in pursuit of an understanding of the research problem as well as the rationality behind. This section will project the research method used to conduct the study in an attempt to investigate the impact of training and development on staff efficiency and service delivery in Chitungwiza municipality. The section will also highlight on the process used by the researcher to obtain data on the topic under investigation. To have a clear understanding of the study the researcher utilised a case study design making use of both qualitative and quantitative data collection. Justification of data collection methods will be presented as well in this section.

1.9.1 Research method

A mixed method research was used in the conduct of the research whereby a reasercher made use of both qualitative and quantitative research approaches combining the methods and techniques of the two approaches into the same study (Creswell and Clarke, 2011). Qualitative research presents a detailed account of human feelings, behaviour and expressions of the people involed under the study topic also including individual and group understanding

Research methods in relation to research questions

Research question	Data sources and methods	Justification
To what extent can training and development help in improving staff efficiency and service delivery in Chitungwiza Municipality?	Questionnaires, Key informant interview.	• Questionnaires provides for the applicability of improved service delivery and staff efficiency as a result of training and development • Interviews with key respondents gather information on the extent to which training and development help to improve service delivery.
What are the areas needing training towards improving work attitudes of employees within the Municipality?	Questionnaires, Key informant interviews.	• Questionnaires provide a platform for the workers to identify training needs basing on individual and group assessment. • Interviews allow expect knowledge to be gathered on needs assessment.
In what ways can service delivery improve in Chitungwiza Municipality?	Personal observations. Questionnaires	• A personal observation enables the researcher to offer solutions to improve the services basing on the service delivery problem in Chitungwiza. • Questionnaires enable the workers to proffer for ways in which training and development is to improve.

Table 3.1: Research questions in relation to research method.

1.9.4 Target population

Target population is a group of people selected by the researcher to take part in the research study (Babbie 2007). Since the research focused on the Chitungwiza Municipality, the

research targeted population include all the workers within the municipality as well as other people who are political office bearers working closely with the council.

1.10 Sampling

It is a process of selecting suitable sample within a population so as to gain data or information about the whole population based on estimates (Thompson 2012).

1.10.1 Sampling method and procedure

Probability and non-probability sampling techniques were both used by the researcher to select suitable samples for the study known as concurrent mixed sampling method. Under probability sampling, the researcher made use of stratified sampling. Stratified sampling is the identification of different types of people that make up the target population and works out the proportions needed for the sample to be represented (McLeod, 2014). With this in mind, the informants will be sub-divide into groups characterized with positions of authority as well as the department in which they belong to within the Municipality and then random sampling can then be applied within the stratus.

In addition, adhering to the non-probability sampling mentioned above, purposive sampling was selected to obtain information concerning the topic. This type of non-probability can also be also referred to as judgmental or expert sampling. The major aim of purposive sampling is to acquire respondents considered to be representative of the entire population basing on the idea that they can provide rich information in answering the research questions (Battaglia 2008). Purposive sampling can be justified for providing expect knowledge in a non-random way thus the researcher made use of purposive sampling to select the key informants to help in the provision of expect knowledge concerning the topic.

1.10.2 Sample size

According to Yin (2011) sample size is an element of the entire population the researcher selects to be respondents and take part in the conduct the research representing the whole population. For the purpose of the research, a population size of 20 employees from all the different municipal departments and also including the Local Government political office were chosen. From the 20 participants, 3 where key informants and 17 being general employees.

1.11 Data collection tools

1.11.1 Questionnaires

Monette et al (2011) regard a questionnaire as a way to collect data in survey research that contains recorded questions that people respond to directly on the questionnaire form itself, without the aid of an interviewer. For the purpose of the research, questionnaires were used encompassing both open as well as closed ended questions to gather the requisite information. Questionnaires present to be one of the best techniques in gathering data as the respondents will be anonymous therefore there is a great chance of acquiring the correct information to facilitate the research. The questionnaires covered a great aspect including but not limited to the demographics, problems being faced by the employees, coping mechanisms and what needed to be done to improve efficiency and service delivery

1.11.2 Key informant interviews

Interviews were used to compliment the above method and afforded the researcher an opportunity to explore the topic in greater detail whist conducting the research. There was room for clarity and hence afforded the researcher an opportunity to have in-depth knowledge and understanding regarding the topic under investigation.

1.11.3 Personal observation

Personal observations by the researcher was also another data collection tool used in collecting and analysing data. The observations gave the researcher an opportunity to weigh the data collected using the two above methods and came up with non-bias information and clear observations were made without informing the employees least they would behave otherwise knowing that they were being studied.

1.12 Data analysis and presentation

1.12.1 Quantitative data analysis

The analysis of qualitative data collected in the field was presented by the use of IBM Statistical Package for Social Sciences (SPSS) version 24 and Ms Excel. The computer software were used to manage the data collected using the research tool (questionnaires) to statistically analyse data collected and draw conclusions with the use of graphs and pie

charts. The data analysis presented by the use of SPSS is most credible as it increases the objectivity of data presentation as well as interpretation.

1.12.2 Qualitative data analysis

Thematic analysis was used to interpret qualitative data collected. Thematic analysis is a process involving a number of stages aimed at the identification of ideas that are most frequent in the documented data (Jason and Glenwick 2016). Thematic steps used for the research were designed by Braun and Clarke (2006) involving six phases which include; data familiarisation, generation of codes, searching for themes, reviewing themes, defining and naming themes and lastly a write up on the themes answering the research questions.

1.12.3 The use of photographs

Primary data relevant to the study was also collected with the use of photographs. Personal observations were also done carefully and purposely to come up with relevant data necessary for the research study. An example can be drawn from the poor services being rendered by the Municipality such as sewer burst and uncollected refuse disposal on road sides as clear elaboration of poor utilisation of the employees by the municipality to deliver.

1.13 Limitations of the study

First and foremost, the researcher had a challenge in seeking permission to conduct the research in the required time frame as a result of negligence of work by some of the employees at the Municipality. The delays had negative effects from the researcher's perspective as well as attaining the respondents.

In addition, accessing the participants at the municipality within the required time bound convenient for both the employees and the researcher was a challenge especially on the part of the key informants due to their busy working schedules. Data collection tended to take much of the limited time afforded to the researcher.

1.14 Ethical considerations

Ethics is a set of moral principles that concern human behaviour essentially concerned with the principles of right and wrong conduct (Burns and Grove 2003). The researcher had an ethical responsibility to protect participants' rights during the course of the research. These

ethical norms prohibited the researcher from fabricating, falsifying or misrepresenting research data hence promote true interpretation of findings and avoid error. Below are the major ethical considerations upheld by the researcher.

1.14.1 Confidentiality**:** When carrying out a systematic research participants will be expressing their personal views on the subject matter and the findings will be protected from unintended users. Information collected for the purpose of this research was kept confidential as there are no names included in data presentation.

1.14.2 Informed consent**:** According to Adams (2013) research participants must consent to participate in a voluntary way, free from any coercion or manipulation. The research was based on voluntary participation with no coercion to take part. Before issuing questionnaires to participants, they were mandated to sign a consent form provided by the researcher.

 1.15.3 Debriefing: This entails the researcher providing a summarry of the study to the participants so that they understand why they are being studied. In this study, the researcher briefed the respondents on why they were studied as well as benefits associated with participating.

 ## 1.16 Definition of key concepts

1.16.1 Training

According to Bratton and Gold (2003) training is a process that is aimed at enhancing people's capabilities, knowledge and skill which can be archived through learning that will in turn influence performance positively in completing given tasks. Training tends to be specific oriented and as such tends to be a short process aimed at achieving desired outcomes. Training can be concluded to be an important and effective way of increasing the knowledge and skills of employees therefore improving performance both quality and quantity.

1.16.2 Development

Development as used in Human resources management can be defined as a long term learning process whereby employees either individual or as a group acquire enriched skills and knowledge to take up new future responsibilities and challenges rather than present needs (Harrison 2000).

1.16.3 Staff efficiency

Staff efficiency is the ability of an employee to perform effectively or successfully in a short space of time and also ensuring quality of results.

1.16.4 Service delivery

Madzivanyika (2011:14) delineates that "Basic services must, be available, accessible, culturally acceptable, and affordable, of good quality and provided on a non-discriminatory basis." In light of this, service delivery is the efficient and effective provision of basic necessities that should be provided to the citizens in a given municipality that are both tangible and intangible. The definition goes well with the context of the study.

1.16.5 Municipality

An urban municipality can be defined as an administrative division of a local government possessing self-governing powers as granted by law and in Zimbabwe, the jurisdiction of the urban municipalities are established in-terms of the urban Councils Act [Chapter 29:15].

1.17 Organisation of the study

Chapter 1: Introduction

The first chapter introduces the topic under investigation and background of the study. It discusses the problem statement, aim of the study, objectives, research questions and the significance of the study. The chapter also highlights on the research methodology employed by the researcher.

Chapter 2: The impact of training and development

This chapter focuses on the concept of training and development and ways in which the concept impact on employee efficiency. The calls for training and development needs, phases in developing strategic training and development as well as the reasons for the application of the concept are analysed in this chapter.

Chapter 3: The importance of staff efficiency and service delivery in Chitungwiza

This chapter emphasises the importance of staff efficiency and service delivery in the Chitungwiza municipality. The chapter also include strategic analysis of service delivery.

Chapter 4: The significance of training and development in ensuring staff efficiency and service delivery

This chapter examines the importance of training and development to improve service delivery and efficacy of employees. The chapter also highlights data presentation and analysis of findings.

Chapter 5: Summary of findings, conclusion and recommendation

Data presentation and summary of results will be included in this chapter. Conclusion and recommendations are also provided in this chapter.

1.18 Summary

The chapter focuses on introducing the research study. The chapter has highlighted on the general summary of the research including the background, problem statement, the significance of the study as well as the objectives and research questions.

CHAPTER 2

THE IMPACT OF TRAINING AND DEVELOPMENT ON EFFICACY AND SERVICE PROVISION

2.1 Introduction

This chapter focuses defines the concept of training and development and ways in which the concept impact on employee efficiency. The chapter also seeks to differentiate the two aspects of training and development as well as presenting ways in which the application is essential for the betterment of both the organisation and the employees. The calls for training and development needs, phases in developing strategic training and development as well as the reasons for the application of the concept are also covered in this chapter.

2.1 Conceptualising training and development

Training and development is basically a process by which organisational employees acquire knowledge and skills concerning their current jobs as well as enabling the employees to take up new and future responsibilities to improve their performance in terms of the quality and quantity of the outputs. To have a clear understanding of the concept, there is need to distinguish the two terms. According to Reid and Barrington (1994) training is a process that is aimed at modifying people's knowledge and skill which can be archived through learning that will in turn influence performance positively in completing given tasks. From the definition, training primarily focuses on teaching employees to effectively conduct their duties with the application of knowledge and skills (Senyucel 2009). In this case, training is initially a short term learning exercise that is aimed at attaining specific results focusing on a definite topic or agenda.

Development on the other hand can be defined as a long term learning process whereby employees either individual or as a group acquire enriched skills and knowledge to take up new future responsibilities and challenges rather than present needs (Cole, 1993; Harrison, 2000; Armstrong, 2006). Development entails nurturing employees with skills, values, knowledge and good behaviour for future purposes equipping the employees with the relevant knowledge to cater for the ever-changing corporate world.

The effectiveness of an organisation greatly depends on the quality of the workforce within it. Human capital is an essential aspect in ensuring the success of an institution hence training

and development of personnel is mandatory as it transforms the organisational goals and visions into services (Yamoah 2014). Practically, the rationale for training and development depends on policies and strategies of an organisation since the frameworks are responsible for the day to day activities of that particular organisation as asserted by Cole (2006). The policy and strategic framework differ from organisation to organisation and act as guiding principles to cater for relevant training and development needs ensuring maximum outputs which will be cost effective. Adding on, employees will be well versed with what is required of them during the execution of their duties therefore, less time required for relatively large quantity of work performed.

Training and development needs vary from different managerial levels in an organisation. There is need to correctly identify training needs at different levels so as to ensure the success of an organisation. When individual needs are identified and assessed, generally there will be a good relationship between the job holder and the job they are entitled to perform. This goes in line with one of Fredrick Taylor's principles of scientific management where he stresses the need for the management to constantly train and develop their employees to achieve productivity increase. Although productivity is perceived as the major driver which calls for training and development, there are other essential benefits associated with the concept the major one being a form of motivation. Training and development motivate and inspire employees to conduct their duties more effectively and efficiently as all the necessary information to boost their knowledge and skills will be afforded to them. This can be further supported by Maslow's motivational theory who notes that motivated employees are more likely to perform better than unmotivated counterparts.

For training and development to yield desired goals there is need for a strategic training program which also take cognisance of the various types of training and development at different levels then adopt a suitable type to suit different needs. Training and development if planned and implemented correctly can also have positive impact in as much as health and safety is concerned therefore reducing accidents at the work places resulting in employee commitment (Armstrong 2006).

2.2 Ways of identifying training and development needs

Cole (2006) defined training needs as underperformance by an employee in the understanding of the job, lack of knowledge and relevant skills to perform effectively and efficiently against

the organisational objectives. Careful planning, assessment and evaluation of these needs should take priority to avoid instances of linking non-training problems as performance problems. Rosner (1999) stipulated the importance of a needs assessment to be sure of performance problems that call for training and other performance problems that training and development cannot solve. Needs assessment is of great significance in determining when training is the answer or solution to underperformance or when it is not.

2.2.1 Training needs analysis

Desimone et al (1998) defined training needs analysis as the difference between what is expected to happen in an organisation against what is actually happening. Moreover, needs analysis can also be explained as employee skill and knowledge deficits which can be addressed through present and future training and development needs as well as influencing the type of training and development programs required to respond to the gap and ways of conducting them (Breiter & Woods, 1997). Armstrong (2003) is of the opinion that training needs analysis should focus on three major aspects which are:

a. Organisational needs
b. Group needs
c. Individual needs

These needs are interrelated in that the identification of organisational needs will lead to departmental needs that are group oriented and lastly towards individual needs (Armstrong, 2003). The training needs analysis can also operate in reverse stages that is from an individual perspective to group and lastly towards organisational needs.

2.2.2 Calls for training and development needs

According to Nischithaa and Narasimha Rao (2014) there are a number of reasons that call for training and development in organisations. The major objective behind the acquisition of knowledge or training is largely influenced by the social, political, economic and technological trends in the environment. Nischithaa and Narasimha Rao (2014) also noted a number of these factors that necessitate training and development and goes further giving emphasis on individual development so that employees will be able to enjoy learning for personal development rather than for the sake of work.

2.2.3 Need for training examples
i)   Poor service delivery and human capital.

ii)   Excessive complains from the public and quality assessment.

iii)   New technology and globalization.

iv)   High performances model at work system.

v)   Attracting & retaining talent

2.3 Rationale for training and development

This section of the research explores the major reasons concerning training and development of employees in urban municipalities. It also highlights these benefits in relation to the employer and the employee perspective.

2.3.1 Increased job satisfaction.

Locke (1969) defined job satisfaction as the pleasurable emotional state of mind resulting from the appraisal of one's job as accomplishing the requirements of their job standards. Job satisfaction can be explained as a complex concept including intrinsic and extrinsic aspects of the job and when these are not satisfied, absenteeism, moral issues, corruption and economic stress can result within the Municipality (Howard and Frick) 1996 and (George and Jones,1996). When job satisfaction is present within the employees, efficacy is guaranteed and leading to improved service and goods provision.

2.3.2 Increased motivation.

The efficiency of an organisation greatly depends on the capability of employees towards their job and how motivated they are. As Maslow puts it, in the motivational theory employees perform greater and more efficiently when they are motivated that is when their needs are met and addressed as opposed to unmotivated employees. Motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. Motivation has a significant importance on the performance of employees (Sharma and Shirsath 2014)

2.3.6 Reduce employee turnover.

Training and development being part of human resource management practises, is aimed at achieving both organizational goals and individual values and knowledge (Rokeach, 1973).

The values mould the employees and give meaning to their work experience and hence they are less likely to withdraw from organisation as there will be sense of belonging to an organisation as propounded by the Japanese approach to management. Many individuals find the psychological values resulted from workplace learning are more satisfying than financial rewards (Rowden & Conine, 2005) and as such reducing employee turnover. Literature survey shows that when employees are unhappy, it can lead to high turnover.

2.3.3 Increased efficiencies in processes resulting in financial gain.

Various authors indicted that training and development increase customers proficiently and thus handle their complaints promptly by following the instructions and repertoires informed in the training (Wheatley et al 2015) . Customers will have positive perceptions of their service encounters when their needs are met and problems are solved, customers in this case are the public (Bitner, 1990). The public will show their appreciation for the services being rendered through paying their rental fees as well as council bills. This will in turn increase efficiency of the employees subsequently leading to improved service delivery.

2.3.4 Increased capacity to adopt new technologies and methods.

As a result of globalisation, there is constant change in the environment and technologies hence to remain competitive Municipalities have to take cognisance of the change so as to meet the expectations of their customers. In extensions this means improving services on offer to meet the global standards. Staying competitive means continuing to evolve as an organization and making changes to both process and technology to gain a competitive globally. Organizations must become adept in bringing in new technology and managing the challenges that go along with implementing the change (Norton, 1995; Affeldt et al 2013). Zimbabwe, by virtue of belonging to the international community it has a mandate to promote and facilitate development and the adoption of set goals and standards that foster development. An example of the proposed development agenda can be evidenced by the millennium development goals by 2015 and the recent sustainable development goals.

2.4 Phases in developing strategic training and development

To ensure success of the aims of training and development, there is need for a strategic plan aimed at providing solutions to various employee issues at any organisation. Since the strategic plan focus on different agendas in relation to different organisations the plan has to

be unique so as to meet the intended output. The Human Resources Department is the one responsible for the drafting and implementation of the strategic pan. Basically, strategic training and development is a concept that is aimed at enabling organisations to combine differing knowledge and combine both internal and external expertise to ensure competitiveness (Garavan 2007). This also supports the fact that local Government's agenda to incorporate grassroots involvement in politics more viable as there will be constant interaction of both the internal and external factors (Fox 1991). This is due to the fact that Municipalities do not exist in isolation of the external environment that is they operate in an open system public sector human resources management.

Adding on, strategic training and development enables an organisation to be ready for change consequently adapting to new change as articulated by Garavan (2007). The correct implementation of strategic training and development ensures constant development of the three aspects of an organisation being the individual, group and the organization as a whole. In response, the Florida University developed the ADDIE model, an acronym consisting of five phases namely analyse, design, develop, implement and evaluation.
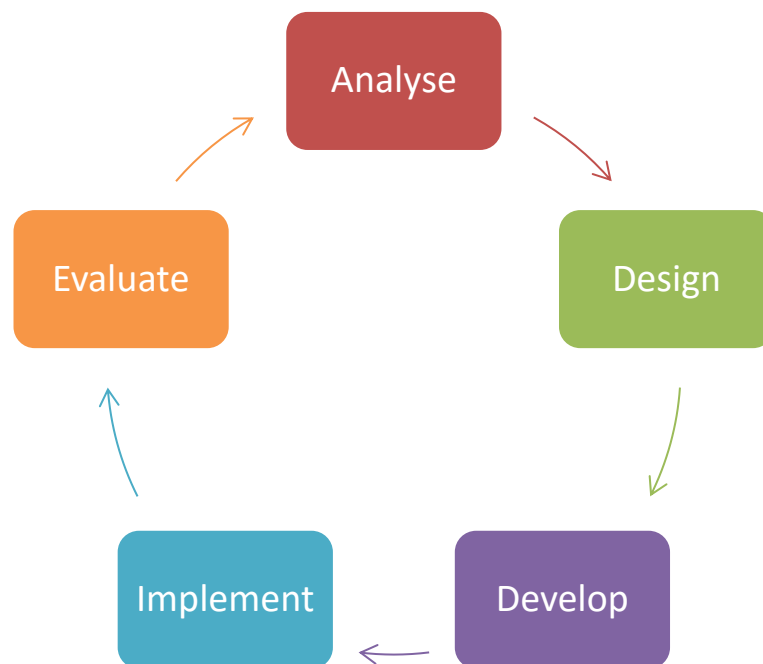
Figure 2.1: The ADDIE model: illustrated by Ford (1999)

2.4.1 First phase: Analysis stage

According to the model, the analysis stage is the most important steps in the development of a training program as it sets out the training needs and gives life to the model. On the initial

stage of the model, the most important aspects that need particular attention include; a problem statement, need analysis and establishment of goals that are SMART (Burton & Merrill, 1991; Gagne et al 2004).

> Specific
> Measurable
> Attainable
> Relevant
> Time-bound

2.4.2 Second phase: Design

The designing phase of training and development is where planning and documentation of training and development tools that will be used to address the performance gaps that would have been identified on the analysis phase.

2.4.3 Third phase: Development

As Gagne et al (2004) postulate, the development stage basically involves the creation and assembling of the subject to be adopted during the training and development procedure including the activities to be taken thereafter.

2.4.4 Forth phase: Implementation

This is the stage where the plans form the previous phases will be rolled into action.

2.4.5 Fifth phase Evaluation

The last stage of the model is the evaluation stage where there will be an investigation of whether the training and development intervention has managed to yield desired results or outputs (Gagne et al 2004). To achieve maximum intended results, evaluation should also be conducted on each stage of the model. However, upon evaluation, when the training and development fails to address some of the shortcomings, they will be fed back to the analysing stage.

2.5 Summary

The chapter highlighted the concept of training and development and the impact thereof on service delivery as well as staff efficiency. It also deliberated on the employees' benefits associated with training and development and also the stages that are required to successfully implement the training programmes to meet the performance gaps within an organisation.

CHAPTER 3

THE IMPORTANCE OF STAFF EFFICIENCY AND SERVICE DELIVERY IN CHITUNGWIZA MUNICIPALITY

3.1 Introduction

This chapter focuses on highlighting the importance of staff efficiency and service delivery in the Chitungwiza municipality. It also discusses the objectives of the Municipality, factors which favour employee efficiency as well as the limitations hindering service delivery. Strategic analysis of service delivery and staff efficiency was also elaborated in this chapter. Research methodology is also covered in this chapter embracing the different steps the researcher followed in conducting the research.

3.2 Staff efficiency in relation to municipal objectives

Generally, staff efficiency is largely concerned with maximizing results against the resources used in a given action (Mihaiu et al 2010). Staff efficiency until recent years was largely applicable to the private sector and the public sector was regarded as inefficient, ibid goes further dismissing the claim hence reflecting the applicability of efficiency in the public institutions. Rather than focusing on economic gain, the public institutions are authorised to also give large prominence on social benefits as they are mandated to ensure public welfare. With this noted, the objectives of any public institution are of great significance as they provide the gauge for efficiency. Most importantly, training and development of employees stands out to be the major cause for efficiency. To promote investment to achieve growth and social development. In relation to efficiency. The most important objectives by the Municipality is to provide high quality services to the customers and stakeholders to achieve economic, political and social growth and development as in line with the provisions of the Urban Councils Act Chapter 29:15.

3.2.2 Factors that ensure efficiency and improved service delivery

3.2.2.1 Performance appraisal systems

Performance appraisal is a process aimed at monitoring, assessing and evaluating the performance of an individual employee in order to identify their strengths and weaknesses with an agenda of improving their performance. Performance appraisal as a performance management tool focuses much on organisational objectives in relation to the actual

performance. When individual weaknesses are identified, it is then the duty of the management to train and develop the employee so as to reach maximum utilisation of each employee resulting to an efficient oriented organisation.

3.2.2.2 Result based management system

RBM after being successfully implemented in developed countries, the RBM system led to mounting pressures for developing states to adopt the system as a method of improving effectiveness, efficiency and accountability in public institution (Madhekeni 2012). The system comprises of four major components which are Results-Based Budgeting, Personnel Performance System, Results-Based Monitoring and Evaluation and E-Government ibid (2012). Aggregating these four aspects in public institutions will go a long way in ensuring staff efficiency as well as service delivery as the system is concerned with results-driven performance. The success of the system largely lies upon human capital.

3.2.2.3 Management by objectives and service delivery

Drucker (1954) noted that management by objectives is an approach to relate organisational objectives with the overall performance as well as efficiency and in simple terms a tool for improving efficiency of an organisation. Quality performance is guaranteed with the correct adoption, implementation and evaluation of MBO policy meaning that service provision by the local authorities is entitled to improve and efficiency also included.

3.2.3 Factors that hinder efficiency

3.2.3.1 Corruption

Productivity can be drastically affected by corruption consequently hampering the efficiency of employees in an organisation. Hall and Jones (1999) are of the opinion that effective control of corruption leads to a more productive economy and by extension an organisation. Productivity in itself of a measure of efficiency hence when the productivity is compromised as a result of corruption, efficiency is lost. In addition, in as much as there are policies drafted to curb corrupt tendencies and other penalties for inappropriate behaviour at work places, the Municipality is drastically failing to implement these policies. In practical terms, the policies only exist on paper since the application of the policies are seen in blurred vision.

3.2.3.2 Bureaucracy

Bureaucracy as propounded by Marx Weber is an ideal type of administration that if implemented well, positive results are guaranteed. However, excessive application of bureaucracy has negative impact on production and in light of the research will cause social and economic implications. When such a scenario occurs, efficiency can be seen in blurred vision and service delivery will worsen and the public institution will be limited to reach their desired objectives and goals (Merton 1957). A failing bureaucratic administration is characterised with and not limited to inefficient services, delays in the execution of duties and frustration from the service users.

3.2.3.3 Low wages and salaries

Employee motivation stands out to be an ultimate way for ensuring efficiency in an organisation. Locke et al (1980) notes that, "money is the crucial incentive…no other incentive or motivational technique comes even close to money with respect to its instrumental value…" with this noted, it is with no doubt that money is a great aspect that can be used to motivate employees and also it can be linked to Maslow's motivational theory as all the needs on the pyramid are greatly linked to satisfaction in as much as salaries are concerned. Generally, efficiency, effectiveness and service delivery is much more likely to boost when the desires of employees are served.

3.2.3.4 Political interference from the centre

Madzivanyika (2011) opined that the efficiency and effectiveness of service and goods provision is highly compromised by the hyper-centralised level of the central government in the affairs of the local authorities most especially concerning decision making. Adding on, Olowu (2009) claims that decentralisation in Africa is merely a myth characterised with many challenges the most especially the fear of the national leaders to sorely transfer power to lower levels in an idea that the local authorities will gain power and resources at the expense of the centre. The monopoly of interference from the central government has drastic effects on efficiency of employees most especially the local authorities hindering service delivery.

3.2.4 The importance of staff efficiency and service delivery

Service delivery can be defined as the actual producing of services including the collection of refuse and disposing of it, providing clean running water, street lighting and road services

among others (Municipal Research and Services Centre, 1993). Service provision being a crucial responsibility of the government, the public institutions should be able to deliver services required by a society to improve and maintain the welfare of the people and this can be achieved with able and efficient public personnel (Makanyeza et al 2013). According to Besley and Ghatak (2007) public services are a crucial determining factor of quality life not determined in per capita income therefore an important feature of poverty eradication.

According to the sustainable development goals (SDGs) from 2015 to 2030 are aimed at integrating development in all spheres of the world drafted as a solution to the problems being faced globally and most especially in the developing nations directly and indirectly. Hernandez (2006) also concur that services are an important factor in poverty alleviation. Service delivery is also aimed at the reconstruction and enhancement of the lives of people within the community.

The local sphere of the government is regarded as the bedrock of societal, local and national development since it is responsible for the provision of essential goods and services. Through the local government, the grassroots participate in decision making and hence interface with the government. Notably, the services provided are fundamental to human rights as enshrined by the Constitution of Zimbabwe Amendment (No. 20) Act of 2013 and also which are in line with the Sustainable Development Goals (SDGs) respectively. From this perspective, improved service delivery can be an attributing factor towards development in a community and by extension the development of a nation.

3.3 Strategic analysis on staff efficiency and service delivery

For municipalities to offer high quality service provision they must remain committed and highly focused according to the World Meteorological Organization 2014. To achieve this, the WMO drafted a strategy for service delivery giving emphasis on the importance of service provision. The strategy consists of four continuing phases that can be explained with six features providing obligatory activities that will ensure world class service delivery. When this strategic cycle is adopted by the Chitungwiza Municipality it will provide solutions for the poor service delivery being experienced by the service users in Chitungwiza.
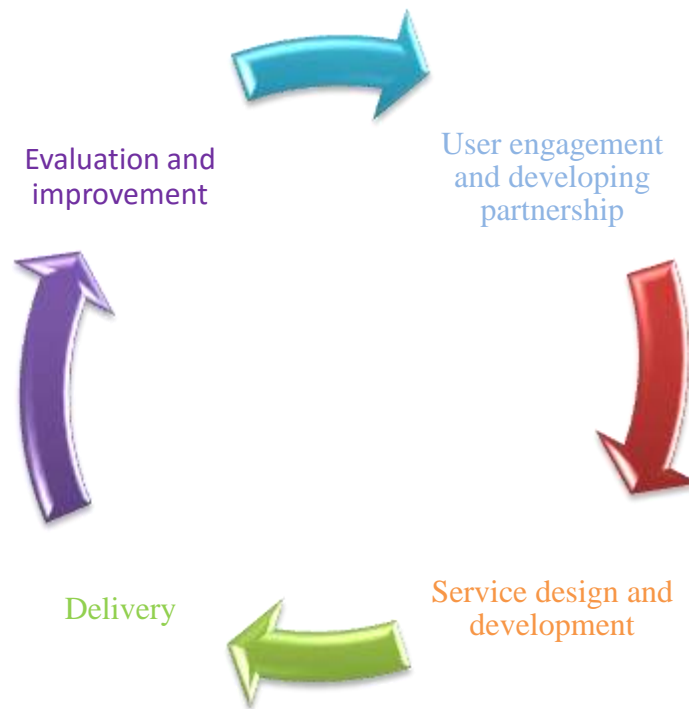
The six features are:

→ Evaluate user needs and decisions

→ Link service development and delivery to user needs

→ Evaluate and monitor service performance and outcomes

→ Sustain improved service delivery

→ Develop skills needed to sustain service delivery

→ Share best practices and knowledge

Figure 3.1 Source: World Meteorological Organization, 2014

The strategy lays an important ground-work for organisations to improve service provisions prescribed with the six factors highlighted above. Analysing the whole concept, it is of great significance to engage the service users in the affairs of the municipality as they are the ones who understand the challenges they face therefore eligible to offer solutions leading to improved service delivery. Moreover, training and development of the public personnel is also part and parcel of the strategic analysis bringing to light the degree of importance of the

concept. Public institutions specifically the case study in question is described as an open system that is in constant interaction with the external environment hence making it easy to implement the strategy in an agenda to improve service provision.

3.10 SUMMARY

The chapter examined the importance of staff efficiency and service delivery on both the public institution, the society in which they operate and the nation at large with specific reference to the Constitution of Zimbabwe and the SDGs. The strategy for service delivery was also elaborated on in this chapter. Lastly it also outlined the various strategies used by the researcher to make sure the research objectives were met.

CHAPTER 4

THE SIGNIFICANCE OF TRAINING AND DEVELOPMENT IN ENSURING STAFF EFFICIENCY AND SERVICE DELIVERY

4.1 Introduction

This chapter will elaborate on the importance of training and development in ensuring efficiency of employees on both individual and the Municipality perspective as well as service delivery. The types of training in relation to employee needs will also be deliberated on in the chapter.

4.2 Types of training and development

Training and development, an aspect of HRM helps employees to enhance their knowledge and skills ensuring the survival of the organization as the employees will be innovative, creative and inventive hence engaging the organisational competitiveness within a society (Vemić, 2007; Armstrong, 2006; Lynton and Pareek 2000). The effectiveness of an organisation therefore lies in the competency of employees a product of training and development. The major responsibility of any organisation is to then enhance performance through training and development which can be achieved in two broad methods which are on-the-job training (behavioural) and off-the-job training (cognitive).

On-the-job training is the training that organisational employees engage in whilst conducting their regular duties at the work place. The examples that can be drawn from this particular method includes but not limited to job rotation and transfers; orientation and induction and apprenticeship. However, on the other hand off-the-job training involves taking the employees away from their working environment and all focus will be given to the training and development programme with examples such as vestibule training, lectures and conferences (Nassazi, 2013; Chand, 2016). The methods of training to be adopted by an organisation differ and some of the reasons include the need analysis, strategic training and development analysis, long term or short term intended results and the employees to be trained (position).

4.2.1 On-the-job training

4.2.1.1 Job rotation and transfers

McCourt and Eldridge (2003) are of the opinion that job rotation and transfers is a systematic way of developing employee knowledge and skills through movements of employees from one post to the other in terms of the work type and location. The application of this method is of great significance as it promotes job enrichment hereby employees acquire knowledge in different jobs also alleviating boredom (Chand, 2016; Nassazi, 2013). The rotations and transfers afford the employees to have a vast of knowledge of how an organisation operates and as such boost performance consequently improving service delivery. This method of training and development can be used to curb instances of corruption within an organisation since an employee will not dwell on the same post for a long period of time.

4.2.1.2 Orientation and induction

Orientation and induction is a method of training and development which involves training and familiarisation of a new employee joined the organisation (Nassazi 2013). The methods also have the power to produce competent employees through shaping, moulding and fabricating them with the required characteristics that are in-line with the objectives and missions of an organisation. Also including such factors as the system of work, the culture of the organisation and health and safety issues which acts as motivational factors in line with Maslow's hierarchy of needs (Daskalaki 2000; ibid 2013).

4.2.1.3 Apprenticeship

Apprenticeship is yet another form of training and development that is concerned with generating new skills to practitioners so that they gain proficiency under direct supervision of an expect (Chand 2016). The training affords an opportunity for students to put theory into practise as they will be working under an expect and once they are well versed with knowledge and skills to perform they can also form part of the organisation.

4.2.1.4 Coaching and mentoring

this type of training also form part of on-the-job training whereby more experienced employees or expects take part in coaching and mentoring the less knowledgeable employees (McCourt and Eldridge 2003; Torrington et al. 2005; Nassazi 2013). Chand (2016) noted that the method helps to quickly identify weaknesses if an employee and proffer for solutions and is used for managerial employees. The training method provides room for relation building a

positive aspect on the behaviour of employees towards their work attitude (ibid; Armstrong, 2000; Torrington et al. 2005).

4.2.2 Off-the-job training

4.2.2.1 Lectures and conferences

This form of training involves the exchange of knowledge through presentation from an expert's perspective to wider audience and also other employees from other institutions which is cost effective to conduct (Kostera, 2000; Nassazi, 2013; Chand, 2016). Employees taking part in this form of training can share ideas, experiences and up-to-date information from other participants done verbally and with the advent of technology many forms have evolved as tools to facilitate this type of training such as pictures, slides and overhead projectors improving the quality of the presentations which are more motivating (Elozieuwa 2012). Lectures and conferences broaden the knowledge of employees on a particular topic or aspect.

4.2.2.2 Role playing

For Nassazi (2013) role playing is a training method used to develop techniques aimed at capturing problems and bringing forth solutions to an employee being trained. This type of training is very effective for employees attached to various departments such as the management, customer services and human resources as well (ibid 2013). The technique affords a trainee to act out work situations and it tests the mind of the employee since it promotes originality and resourcefulness (Elozieuwa 2012).

All the training and development methods mentioned above should have an impact to positively address the training need calls by the organisation and also be able to satisfy the conditions highlighted below as alluded by (Elozieuwa 2012). :

a) Motivate the trained employee to improve on performance.

b) Clearly illustrate desired skills and outcomes.

c) Facilitate active participation from the trainee.

d) To satisfy both the employee and the organisation.

e) Provide timely feedback on the trainee's performance.

h) Be flexible to address problems and aid to change management.

Be that as it may, off the job training poses to be an effective type of training as the employees will be focusing on a single aspect away from the work environment maximum concentration is guaranteed.

4.3 The employer and employee benefits associated with training and development.

The acquiring and improvement of skills and knowledge are the major reasons behind training and development (Armstrong, 2006; Cole, 2001; Nischithaa and Narasimha Rao 2014). The benefits of training and development include both short and long term benefits for the organisation and the employees. Cole (2001) reviews the benefits in the following factors:

1. High morale – trained employees basically have high confidence and improved motivations.
2. Change management – training and development helps to achieve change within an organisation through increased understanding and participation of the trained employees in the process of change and provide better skills to adjust to the change therefore adapting to new situations.
3. Helps in the development of quality employees.
4. Low turnover – training provides the employees with a sense of security and belonging at an organisation and reducing employee turnover and absenteeism.
5. Lower production costs – training and development reduces service delivery costs since trained employees reduce risks and promote quality management as well as time management.

4.4 The benefits of training and development to the community

Training and development does not only benefit the employees and the government as the employer by extension the Municipality. A remarkable benefit to the community can be attributed to poverty reduction and improvement of the standard of living Besley and Ghatak (2007). In addition through public personnel training, the state ascertains that the scarce resources will be shared equally within a community therefore ensuring that the needs of the people are met and addressed leading to quality and quantity services by the local

government institutions. The SDGs agenda number six and eleven also concur through the provision of clean water and sanitation as well as sustainable communities and cities by 2030 all of which resulting in poverty eradication.

4.5 Training and development in public institutions in Zimbabwe

Training and development in Zimbabwe stands out to be an integral theme in social and economic development as it is instrumental in the development of skills. As a result of brain drain in Zimbabwe, efforts were made to develop and retain public personnel workers with the mechanism of training backed up by acts such as the Manpower Planning and Development Act Chapter 28:02 and the capacity development initiatives in a bid to increase the efficiency of the government.

Capacity development denotes programmes that build up the existing knowledge, abilities, skills and behaviour of individuals and develop institutional organisations so that an organization can be able to efficiently meet its objectives in a sustainable way (Chakunda and Chakaipa 2015). Basing on the definition, capacity development is a form of training and developing of public personnel with an intention to increase efficiency and effectiveness of public institutions that is to improve services and efficacy of the institutions. The Capacity Development Programme was set up in 1997 by the government with 3 major aspects including institutional development programme, human resources development programme, capital development programme (ibid 2015).

As a result of corruption and donor withdrawal to fund the capacity development programme, the government sorely took the responsibility to fund the programme but however due to economic meltdown experienced from 2000 to present the government failed to deliver citing financial constrains as the major reason. The failure to develop urban municipalities has had drastic effects and deteriorating service provision has been the result characterised with failure to provide clean portable water, sanitation, waste removal, road construction and health facilities (Paradza, 2010; Ndoro, 2012)

Manpower planning and development act chapter 28:02 is an act of parliament that is aimed at facilitating manpower development through all aspects of on-the-job and off-the-job training that will yield positive results if adopted and implemented accordingly. The act is aimed at the provision of skilled workers funded by the government to create competitive

government institution to meet the global expectations by the provision of highly skilled manpower. The government's efforts to widen access to education through policies have had negative gains since the interventions have been limited as a result of deteriorating economic conditions in Zimbabwe.

4.6 Issues of training and development at Chitungwiza Municipality

The research conducted to determine the impact of training and development of staff efficiency and service delivery at the municipality proved that indeed there is a clear cut relationship between them. However, due to financial constrains training and development of the public personnel within the municipality are not being conducted frequently which can also be attributed to poor strategic analysis by the municipality management.

The demographic characteristics of the respondents such as age, marital status, years of service and educational qualifications proved a significant impact towards service provision and the capacity to deliver quality services to the public. The demographics proved to be vital for analysing data as it gives a clear representation of facts in relation to the respondents.

Demographic data analysis
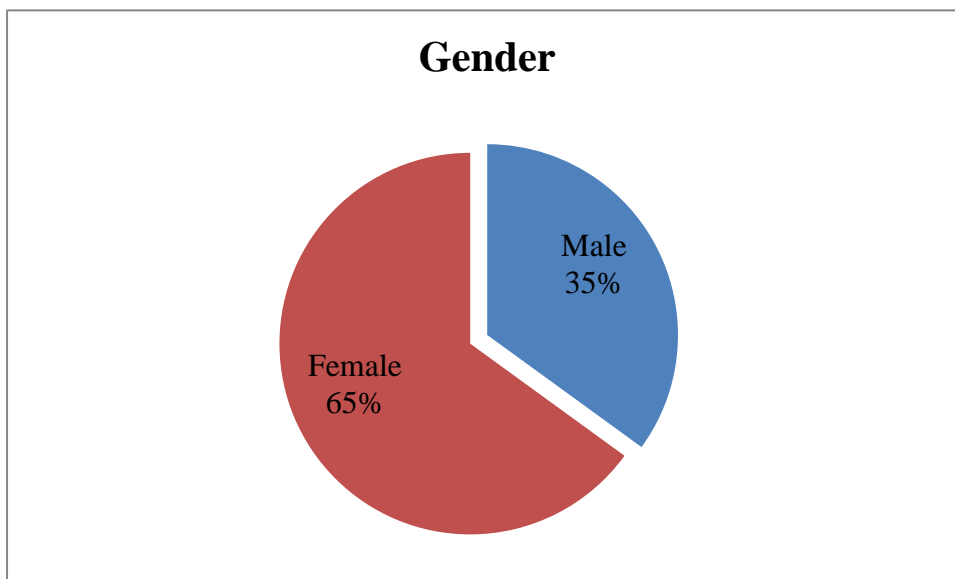
Figure 4.1: Respondents according to gender

Source field data, 2017

The gender analysis infers that female respondents were more than males 65% and 35 % respectively. The disparity can be used to indicate gender equality in the work places, females having the same employment opportunities as compared to their male counterparts.
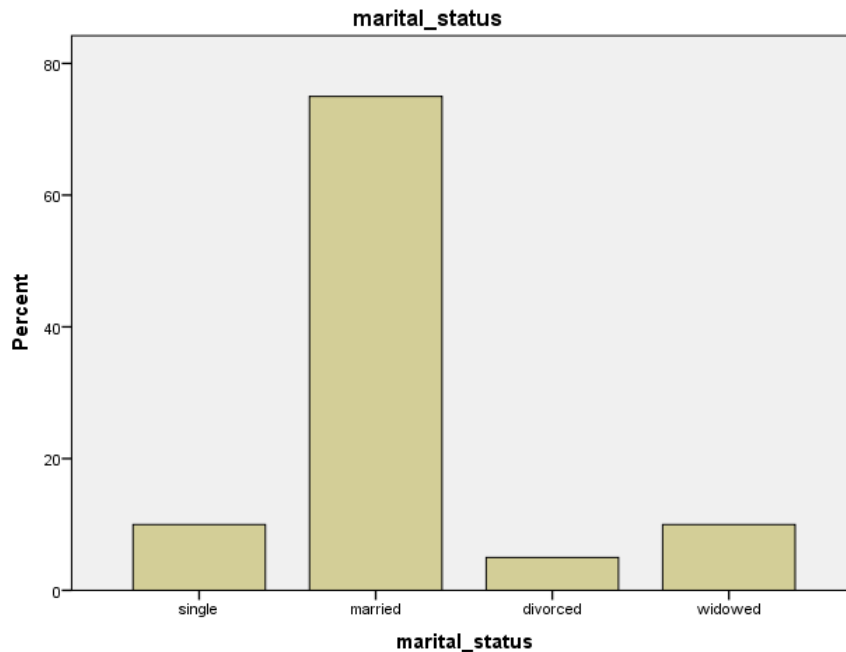
Figure 4.3 Analysis of marital status: Field work 2017

The above graph shows high population of respondents married recording 75% and the lowest population being the divorced with only 5%.

The interpretation of findings as presented above shows no significance of marital status and staff efficiency and service delivery in Chitungwiza Municipality. This can be used to explain consciousness of human being to coexist regardless of the marital status of an individual. Adding on, gender can also be interpreted in the same aspect as positions are awarded basing on qualifications rather than gender. Men and women enjoy the same prominence in the workplaces.
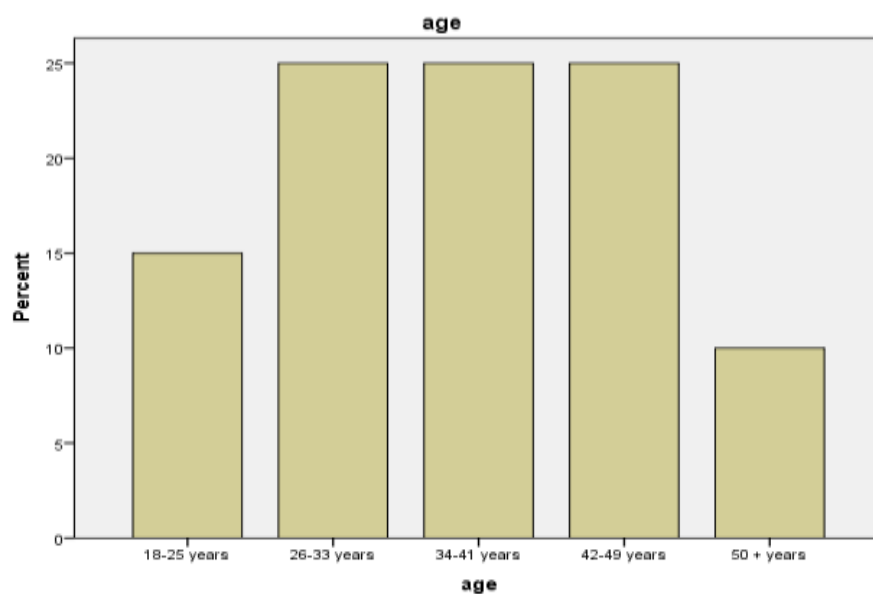
Figure 4.2 Age distribution of respondents: Field work, 2017

The graph shows the majority of respondents ranging from 26-33 years, 34-41 years and 42-49 years showing a 25% analysis and the lowest range recorded is 50+ years with 5%. From the survey, older employees at the municipality are finding it challenging to adapt to new technological advancements hence the efficiency is to some extent reduced as they may take a longer time-frame to complete tasks as compared to the younger generation.

EDUCATIONAL QUALIFICATION OF RESPONDENTS

	QUALIFICATION	FREQUENCY	PERCENTAGE %
1	GRADE 7 AND BELOW	1	5
2	O LEVEL	4	20
3	A LEVEL	2	10
4	DIPLOMA/ CERTIFICATE	10	50
5	DEGREE	2	10
6	MASTERS AND ABOVE	1	5
	TOTAL	**20**	**100**

Table 4: Educational qualifications of respondents
Source: Author's field work, 2017

The data provided on the table indicates that the majority of the employees possess a certificate or a diploma as the highest qualification level with a frequency of 10 or 50%.

Masters and above category as well as grade 7 and below recorded the least frequency and percentage of 1 or 10%. Furthermore, from the data gatherings educational qualifications have shown a significant impact in ensuring staff efficiency and service delivery since the highly qualified possess requisite knowledge and skills that will positively impact the organisational performance and efficacy of an individual.
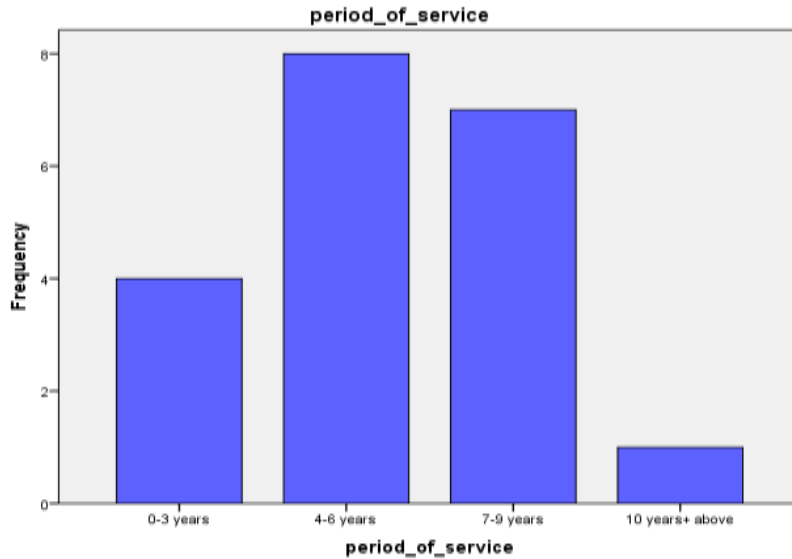
Figure 4.4: Period of service: Field data, 2017

From the data presented above, the respondents who have served the longest years recorded a frequency of 7 whereas the least years served by the respondents recorded a frequency of 1 response rate. Generally, employees who served for a longer period at the public institution are more adaptive to change and are ready to implement and adapt to changing working situations. Job security for them is an important factor so they thrive to make the best outputs and they perceive work as a satisfying factor to life motivation concurring with Maslow's motivational theory.

4.7 Causes of inefficiency and poor service delivery in Chitungwiza municipality

From the research study conducted by the student, through qualitative data analysis, the researcher deduced recurring causes of poor service and inefficiency within the Municipality.

4.7.1 Lack of continuous training and development

The lack of constant training and development of staff at the Municipality has had impending negative effects most especially towards attaining the objectives of the Municipality. Since

2013 to 2016, the service provision worsened with no portable tap water for months, sewer busts increasing as a result of population increase. The research conducted showed that some employees in certain departments at the Municipality had never attained any training and development of any sort and as such perceived that the Municipality disregard training as an important factor to improve service provision. In this regard, training and development will go a long way in equipping the workers with the requisite knowledge and skills to accommodate the increasing population as well as meeting the required skills to perform their duties.

4.7.2   Corruption

The ever recurring corruption scandals in Chitungwiza Municipality have drastically weakened the effectiveness of the institutional administration this can be supported by the dismissal of the Mayor and 24 councillors leading to approximately $7 million loss for the Municipality according to Bulawayo News Online. Many employees noted corruption as the primary factor contributing to poor service provision within Chitungwiza. The ethos of transparency, efficiency and accountability have all lost significance in the Municipality attributing to poor service and inefficacy of employees as they need to be greased their palms before conducting their duties.

4.7.3   Lack of employee motivation

Employee motivation stands out to be an ultimate way for ensuring efficiency and effectiveness of an organisation and without employee motivation, an organisation is doomed for failure (Armstrong 2006). The respondents highlighted absence of motivation as another factor that obstructs the capacity to bring out the best out of them.

Evidence of poor service provision by the Municipality

A considerable number of the respondents conveyed that lack of training and development is the major reason for failure of the Municipality to offer services towards the populace. Below are pictures that were taken by the researcher to reveal the extent to which the services have deteriorated over time. According to Molokomme and Berry (2004:18) the sub-standard levels of service delivery rendered by municipalities are greatly accredited to inadequate refuse collection and the non-availability of infrastructure maintenance plans within Municipalities. Thus the pictures depict the level of poor service delivery on the part of the

Municipality as supported by ibid consequently leading to roadside dumping sites, potholed roads and continuous sewer bursts leading to air pollution and posing a danger to the health of the citizens.

Picture 4.1: Evidence of service provision
Source: Author's field work, 2017

4.8 Types of training and development at the Municipality

4.8.1 Orientation and induction

Orientation and induction as a training method used to familiarise new employees to the culture of the municipality, it is religiously conducted to new staff. The method proves to help in shaping, moulding and fabrication of employees' to meet the required characteristics to meet the objectives and mission (Nassazi 2013). The Municipality however fails to continuously train the employees as they will be perceived as knowledgeable to maximize outputs and performance and training is a once-off phase, bad managerial aspect considering globalisation era.

4.8.2 Workshops, seminars and conferences

The major type of training and development within the Municipality is through formal workshops, seminars and conferences that are sometimes limited to the managerial posts.

Subordinate employees rarely take part in these training methods due to financial constrains the Municipality is facing yet it is through these workers that most of the service provision duties are administered. One responded noted:

> *In most cases, we only hear that the managers went out for seminars and workshops yet we are the major drivers for change in the municipality. They may be the faces of the Municipality, but without our hard work and dedication the Municipality is doomed to fail. Poor management is the major cause of the woes.*

Nevertheless, credit can be given to other departments as training and development is offered inclusively with no discrimination especially based on positions of authority. Furthermore, other stakeholders partnering with the Municipality to facilitate training and development are highly acknowledged. Saddening to note however is the fact that even when some of the employees attend the workshops and seminars the desired outcomes cannot be reached since they will be attending for monetary benefits only. One of the respondents noted that:

> *I only attend these workshops and seminars for the sake of benefits associated with them most especially money. It is the only source of motivation I desire.*

4.9   Results of training and development

4.9.1 Improve individual, group and organisational performance

As the organisational learning postulates, training and development demonstrates the necessary modifications to accommodate dynamic environmental conditions and globalisation as such, all the three aspects of learning are embraced i.e individual learning, group learning and organisational learning resulting in improved efficiency and service delivery. Effective drafting, implementation and evaluation of training and development analysis will bring positive results to the Municipality and restore back the status it once possessed.

4.9.2 Improve relations with core-workers.

Instead of creating hostile and completion among employees training and development has a tremendous positive outcome as it brings about the importance of team work and dedication.

When a friendly and sociable relation is maintained, natural hate of perceiving one employee as a threat towards one's job is eliminated giving rise to broaden the knowledge of employees to all departments and job enrichment through job rotation and transfers.

4.10 Summary

This chapter has deliberated on the significance of training and development in ensuring staff efficiency and service delivery at Chitungwiza Municipality through various forms of training methods, benefits associated and limitations thereof. The data source included both primary and secondary data as utilised in the field, presented and analysed by the researcher to essentially answer the research objectives. The data was presented through the use of tables, graphs, pie charts and photographs.

<center>**CHAPTER FIVE**</center>

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter will deliberate on the summary of finding during the course of the research that was reached with the use of both qualitative and quantitative data analysis as well as recommendations thereof. As the aim of the study was to examine the impact of training and development in Chitungwiza Municipality a remarkable relationship between the two aspects was concluded in-line with formulated objectives.

5.2 Summary of findings

This section is aimed at summarising the findings of the research. Initially, the researcher was trying to find out the impact of training and development on staff efficiency and service delivery using Chitungwiza as a case study.

5.2.1 The extent to which training and development help in improving staff efficiency and service delivery in Chitungwiza Municipality.

The research conducted revealed that training and development indeed has a positive bearing on service delivery and staff efficiency at the Municipality. Enhancement of performance is achieved as a product of employee training, when efficiency is guaranteed service delivery is the consequent result. The questionnaires administered to the employees as well as interviews conducted had a significant insight that when proper and relevant training and development is applied efficiency and service delivery are the paramount outcomes. The research also showed that training and development should form an integral part of the Municipality, (HR Department) so as to equip the employees with the requisite knowledge and skills to perform their duties competently since the employees form the heart of an organisational success. A noteworthy relationship between training and development with staff efficiency and service delivery was acknowledged.

5.2.2 The areas needing training towards improving work attitudes of employees within the Municipality.

An investigation on the areas requiring training and development interventions in accordance with the Municipality employees was also conducted. Data showed that there are a number of cases that call for training and development which include high corruption levels, lack of employee motivation, new technology advancement (ICT), excessive complaints from the service users, absenteeism and moon-lighting. From the analysis of data, the problems noted have a negative impact on staff efficiency and subsequently obstructing service provision as articulated by the tools used for data collection.

5.2.3 To investigate ways in which training and development help in improving service delivery.

To help curb the impact of challenges the employees are facing in the conduct of their duty, training and development can help in many ways such as increasing employee motivation, improving work attitudes, continuous training of the employees to meet with the dynamic environment, knowledge and skills improvements both professional and academic qualifications thus rejuvenating both the municipality and the employees. The research also showed that the municipality should consider training and development with high reverence and also that the government should also play an important part to ensure the efficacy of employees in public institutions. From the research findings, it can be noted without doubt that training and development is an instrumental tool in nurturing, moulding and shaping of individual employee to become a desired public personnel by the Municipality with the requisite characteristics.

5.3 Recommendations

The researcher managed to draw up recommendations basing on the suggestions which were brought up by the respondents during the course of the research. The recommendations are characterised into different aspects targeting different stakeholders from the Municipality.

5.3.1 To the Government

In-order to mitigate the impact of poor service provision by the Municipality, the government should take cognisance of the independence of municipalities with less central government interference. The Municipalities are able to draft their own policies unique to the problems they are facing since they are responsible for grass-root involvement of people into politics.

5.3.2 To the Municipality

Quality management should be at the prefix when embarking on any project within the municipality. Most of the materials used to repair and replace the old systems are generally of low quality which will hinder the service provision and all the blame will be pinned on the poor performance of the employees yet the problem goes far beyond.

The municipality should also be able to take considerable action towards debts incurred by the service users. Drafting of considerable policies to non-rate payers should be put in place since the revenue base is generally low at present. Adding on, effective communication between the municipality and the community is an essential measure to enhance municipal revenue generation through the use of awareness campaigns.

To ensure collective participation by each individual employee, the municipality should come up with a relevant and reliable performance management system to manage performance against set standards. There should also be consultation when drafting municipal strategic plans to involve all employees in the decision making process as it has a considerable positive impact basing on the Japanese approach as well as effective implementation of the plans.

Constant training and development of the employees should be a priority resulting in efficacy of the employees a significant factor in promoting service delivery academically and professionally. Continuous engagement of the employees and the management will go a long way in creating trust that will motivate employees to be better performers.

5.3.3 To the public and private institutions

To appreciate the services being provided by the Municipality, the service users ought to be very vigilant when it comes to the payment of rates. The payments form part of the revenue generation of the municipality hence non-payment of the services leads to poor service provision as the income will generally below the expected revenue.

5.4 Conclusion

The research study explored the impact of training and development to determine the extent to which the aspect can influence staff efficiency and service delivery. The study revealed that lack of constant training and development on the employees' perception are contributory

factors resulting to poor performance by the Municipality. The research findings showed that high levels of corruption, lack of motivation, poor performance, bureaucracy, high involvement of the central-government to the Municipality (politics) , absenteeism and moon-lighting demonstrated the poor services experienced within the Municipality. To curb these, effective communication, quality management, involvement of the employees in decision making, improved work attitude, continuous training and development will consequently drive to improved service provision if drafted, implemented and evaluated correctly leading to high quality human capital. The implementation of development strategies within the Municipality are lagging behind in many ways. The problems faced by the Municipality are exposing the employees to be at the forefront for poor performance.

5.5 Future research

Various areas can be further researched in relation to the impact of training and development on staff efficiency and service delivery in urban municipalities considering that there is still a dearth of literature concerning the topic especially in the Zimbabwean context. A study similar to the topic can be carried out on a wider scale covering many urban municipalities and a comparison to come up with the best practise that can be adopted to ensure the quality of services and human personnel.

5.6 Summary

The chapter deliberated on summary of findings and recommendations derived from the respondents' ideas to yield intended results. Conclusion of the research was also presented in the chapter together with future research to broaden the knowledge and literature on the topic.

REFERENCES

Adams, L. A. (2013). *Research ethics*. Retrieved from https://depts.washington.edu/bioethx/topics/resrch.html. Accessed on 25 April 2017.

Affeldt, F. S., & Silva Junior, S. D. d. (2013). *Information architecture analysis using business intelligence tools based on the information needs of executives.* JISTEM - Journal of Information Systems and Technology Management, 10(2)

Andrews, Y. (1988). *The Personnel Function*. Pretoria: Haun Education.

Armstrong, M. (2006). *A hand book on Human Resources Management Practice. 10th Edition*. London, Cogan Page

Armstrong, M. (2010) *A Handbook of Performance Management*, 4th edition. New Delhi: Kogan Page Limited, London.

Bowen, D. E., and Ostroff C. (2004) *Understanding HRM firm performance linkages: The role of the "strength" of the HRM system*. In: Academy of Management Review, 29(2) pp 203-221.

Babbie, E. and Mouton, J. (2010). *The practice of social research.* Cape Town: Oxford University Press.

Battaglia, M. (2008). Nonprobability Sampling. In P. Lavrakas (Ed.) *Encyclopedia of Survey Research Methods.* pp, 524-527. Thousand Oaks, CA: SAGE Publications

Besley, T. and Ghatak, M. (2007) *Reforming public service delivery*. Journal of African economies, 16(1)

Amujiri, B.A. (2002). "Corruption in Nigeria: A critical perspectives. A book of Reading". *Journal of Public Administration, UNN*.

Bitner, M.J. (1990). *Evaluating service encounters: The effects of physical surroundings employee responses*. Journal of Marketing, 54(2),

Bratton, J. and Gold J. (2003). *Human resource management: theory & practice (3rd ed.).* New York: Pal-grave Macmill

Braun, V. and Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology.* Vol 3 (2)

Machingauta, S. (2014). An assessment of the impact of revenue collection on service delivery in local authorities. A case study of Sanyati Rural District Council: Period September 2013-August 2014. Dissertation

Breiter, D. and Woods, R. H. (1997) *An analysis of training budgets and training needs assessments in mid-sized hotels in the United States*. Journal of Hospitality & Tourism Research, 21(2)

Gwayi, M, S. (2010) *Service Delivery Challenges*, Mthatha. South Africa.

Burton, J. K. and Merrill, P. F. 1991. *Needs assessment: Goals, needs, and priorities*. In L. J. Briggs (Ed.),

Chand, S. (2016). *Training Methods: On Job Training and off the Job Training Methods*. Online. Assessed on 19-08-17.

Charles Makanyeza, C, Hardson P. Kwandayi, H. P. and Nyaboke Ikobe, B. (2013).*Strategies to improve service delivery in local authorities*. International Journal of Information Technology and Business Management Vol. 15 (1).

Clayton, A., Oakley, P. and Taylor, J. 2000. Civil Society Organisations and Service Provision, UNRISD, Civil Society and Social Movements. Programme Paper Number 2

Cole, G. A. (1993). *Personnel management*. London: DP Publication

Cole, G.A. (2006). *Management: Theory and Practice*. 6th Edition. USA: Book power/ELST.

Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches. Fourth edition.* California: Sage Publication.

Creswell, J. W. and Clark, V. L. P. (2011). *Designing and conducting mixed methods research. 2nd edition.* London: Sage Publication

Desimone, R.L. & Harris, D.M.(1998). *Human resource development.* Orlando FL: Dryden Press

Drucker, P. (1954). *The practice of management*. New York: Harper & Row.

Elozieuwa, F. O. (2012) *Impact of staff training and development on work attitudes in Imo State public service; a study of local governments in Orlu Zenatorial zone*.(Dissertation)

Ford, D. J. (1999) *Bottom Line Training*. Prentice Hall', New Delhi.

Fox, S. (1991) *Human Resources Management, Corporate Strategy and Financial Performance In British Manufacturing*: Management Research News Vol. 14 Iss 8.

Gagné, R. M., Wager, W. W., Golas, K. C., & Keller, J. M. 2004. *Principles of Instructional Design*. Belmont, CA.

George, J.M., & Jones, G.R. (1996). T*he experience of work and turnover intentions: Interactive effects of value attainment, job satisfaction, and positive mood.* Journal of Applied Psychology, 81(3)

Hall, R. E. and Jones, C. I. (1999). *Why do some countries produce so much more output per worker than others?* No.w6564 National Bureau of Economic research.

Harrison, R. (2000). *Employee Development, 2nd edition*, London, IPM.

Hernandez, C. (2006). Services sector: Its importance for development and potential impacts of its liberalization. CIS Regional Workshop on WTO Accession, UNDP/SURF-WCA, Dakar

Hollensen, S. (2003*). Marketing Management - A Relationship Approach*. Pearson: Essex.

Howard, J. L., & Frink, D. D. (1996). *The effects of organizational restructure on employee satisfaction.Group & Organization Studies* (1986-1998), 21(3), 278. Retrieved from http://search.proquest.com/docview/232773402?accountid=38769

Johnson, L. A and Glenwick, D. S. (eds) (2016). *Handbook of Methodological approaches to community based research: Qualitative, Quantitative and Mixed methods*. New York: Oxford University Press.

Jones, G.R., George, J. M. and Hill, W.L. (2000) *Contemporary management*. New York: McGraw.

Kennedy, P.E, Chyung, S.Y, Winiecke, D.J., Brinkerholff, R.O. (2013) *Training professionals' usage and understanding of Kirkpatrick's Level 3 and Level 4 evaluations*. In:International Journal of Training and Development.

Locke, E. (1969*). What is job satisfaction?* Organizational Behavior and Human Performance*, 4 (4),

Locke, E. A., Feren, D. B., McCaleb, V. M., Shaw, K.N., & Denny, A. T. (1980). *The relative effectiveness of four methods of motivating employee performance*. In K. D. Duncan, M. M

Lynton, R.P. and Pareek, U. (2000). *The Human Development Handbook*. London, UK. Kogan Page Limited

Madhekeni, A, (2012) *Implementing Results-Based Management Systems in Zimbabwe: Context and Implications for the Public Sector*. In International Journal of Humanities and Social Science Vol. 2 (8)

Madzivanyika, L. 2011. *The Impact of Weaknesses in the Urban Councils Act on Efficient and Effective Service Delivery in Urban Local Councils in Zimbabwe*. [Online]. Available:www.mlgi.org.za/...local-government/service-delivery-in-urban-local...

Madzivanyika, L. 2011. *The Impact of Weaknesses in the Urban Councils Act on Efficient and Effective Service Delivery in Urban Local Councils in Zimbabwe. [Online].* Available:www.mlgi.org.za/...local-government/service-delivery-in-urban-local...

Matimati,P. T. and Naome, R. (2015) *The use of e-governance by local authorities to improve service delivery: a case of Chitungwiza Municipality*. Journal of Global Research in Computer Science. Volume 6 (12)

McCourt, W. And Eldridge, D. (2003). *Global Human Resource Management: Managing People in Developing and Transitional Countries*. Cheltenham UK: Edward Elgar

McLeod,S.(2014). *Sampling methods.* Retrieved from www.simplypsychology.org/sampling.html. Accessed on 22 April 2017.

Merton K. Robert, (1957) *Social Theory and Social Structure.* Glencoe, IL: Free Press. http://media.pfeiffer.edu/lridener/courses/MERTONR2.HTML (accessed on 13-08-17)

Mihaiu D. M, Opreana, A. And Cristescu M. P. (2010). *Efficiency, Effectiveness and Performance of the Public Sector*. Romanian Journal of Economic Forecasting volume 4

Molokomme, D. and Berry, B. (2004). DBSA Workout Unit - experiences in municipal revenue protection. IMFO: Official Journal of the Institute of Municipal Finance Officers, vol5(1), pp.18-20.

Municipal Research and Services Centre. (1993). Municipal Services Delivery: A Survey of Washington Cities and Towns. Report No. 26. Municipal Research Services Centre of Washington

Mushamba, S. (2010). *The powers and function of local government authorities. In local government reform in Zimbabwe*. South Africa: Mega Digital.

Nassazi, A. (2013) Effects of training on Employee performance. Evidence from Uganda. Dissertation

Ndoro N (2012) *In Defence of Devolutio*n. The Zimbabwean, Harare.

Nischithaa P. and Narasimha Rao M. V. (2014). T*he importance of training and development programmes in hotel industry*. Iinternational journal of business and administration research review, vol.1, issue.5

Norton, D. P. (1995). *Managing benefits from information technology.* Information Management & Computer Security, 3(5)

Nyikadzino T. (2015) *The Implications of Centre-local Relations on Service Delivery in Local Authorities in Zimbabwe*: The Case of Chitungwiza. Journal of Public Administration and Governance Vol 5 (2)

Olowu, D. 2009. *Decentralization and Local Government in the Zimbabwean Constitution.*[Online]. Assessed on 15 September 2017. Available: tsime.uz.ac.zw/.../WmltX09sb3d1X0RlY2VudHJhbGl6YXRpb24uZ

Paradza G (2010) *Reflections on Zimbabwe's Past as Building Blocks for its Future. Centre for Policy Studies*. Volume 23

Reid, M and Barrington, H. (1994). *Training Interventions: Managing employees development, 4th Edition*, London: IPD.

Reid, M. A., & Barrington, H. (1999) '*Training Interventions: Promoting Learning Opportunities', Sixth Edition*, Chartered Institute of Personnel and Development, London.

Rokeach, M. (1973). *The nature of human values*. New York: Free Press.

Rosner, R. (1999).Training is the answer: but what was the question? Workforce.

Rowden, R.W. and Conine, C.T., Jr. (2005). *The impact of workplace learning on job satisfaction in small US commercial banks*. Journal of Workplace Learning, 17(3)

Senyucel, Z. (2009). *Managing the human resources in the21st century*.

Sharma, V and Shirsath, M, (2014) Training –A motivational tool. Journal of Business and Management Volume 16, Issue 3

Sifile, O., Madzorera,. And Chavunduka, M. D. (2015) *Improving service delivery in local authorities. A case of Chitungwiza Municipality in Zimbabwe.* Journal of humanities nd social sciences 20(11)

Teddlie, C. and Tashakkori, A. (2009). *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioural sciences.* Washington DC: Sage publications.

The Government of Zimbabwe*: Manpower Planning and Development Act Chapter 28:02*

The Government of Zimbabwe: *The Urban Councils Act chapter 29:15*

The World Meteorological Organization, (2014) Strategy for Service Delivery and its Implementation Plan

Thompson, S. K. (2012). *Sampling. Third edition.* New Jersey: John Wiley and sons, Inc

Torrington, D., Hall, L. and Taylor, S. 2005. *Human Resource Management. 6th Edition*. London: Prentice Hall

United Nations: Sustainable Development Goals 2015-2030

Vemić, J. (2007) *Employee Training and Development and the Learning Organization*. In: Economics and Organization, Vol. 4(2)

Wheatley, R., He, P and Findley, H. Troy (2015) *The effects of training on job satisfaction and service quality among temporary employees*: the mediating role of affective commitment. Vol 21

Yamoah E. E. (2014). *An examination of staff training at valley View University*: international Journal of Research In Social Sciences. Volume 4(3)

APPENDICES

Appendix 1: Application to conduct a research

1334 Lusaka
Highfield
Harare

05 July 2017

The Town Clerk
(Human Resource Department)
Chitungwiza Municipality
Chitungwiza

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO CONDUCT A RESEARCH STUDY AT CHITUNGWIZA MUNICIPALITY.

I am a fourth-year student at Midlands State University currently studying Honors in Politics and Public Management.

In Zimbabwean urban municipalities, there are severalserious concerns raised towards high levels of poor service provision by the Municipalities especially because of poor training and development of the public officers. This study will be carried out purely for academic purposes and the research topic is entitled, **'An assessment of the impact of training and development on staff efficiency and service delivery in urban municipalities: The case of Chitungwiza municipality from 2013 to 2016'**

Itherefore seek for permission from your office to conduct the research with your officers at the Chitungwiza Municipality to obtain information on the importance of training and development towards service provision from a professional perspective. It is my firm belief that the research findings and recommendations will go a long way in notingthe challenges being faced by the employees and solutions thereafter.
All necessary ethical considerations wiil be enhanced to protect the welfare and dignity of the participants.

Yours Sincerely,

MelodyShayamano

0777 261 684 or 0718 264 218

melodyshayamano@gmail.com

Appendix 2: Letter of approval from Chitungwiza Municipality

CHITUNGWIZA MUNICIPALITY

All Correspondence to be addressed to the Town Clerk

If Calling, Please
Ask for....M.MUKONYORA

P. O. Box 70, ZENGEZA
Chitungwiza.

PHONES: 23001/4; 23000/9; 23022/3;
FAX: 070-23337

The Municipality of
CHITUNGWIZA
29 September 2017

Melody Shayamano
1334 Lusaka
Highfield
HARARE

Dear Madam,

PERMISSION TO CARRY OUT A RESEARCH PROJECT

I wish to acknowledge receipt of your letter dated 26 September 2017, on the above captioned subject.

Please be advised that, the Council will be making the necessary provisions to assist you with information you require for your project. Furthermore, be advised that the Council is also interested in the findings of your research. You are therefore advised to submit your findings/project results to the Head Human Resources.

For more information you are advised to approach the undersigned.

Yours faithfully

M. MUKONYORA (Mrs.)
HEAD HUMAN RESOURCES
CC: Town Clerk

SIGNATURE...DATE...29-09-17....

Appendix 3: Consent form

Midlands State University

Faculty of Social Studies

Department of Politics and Public Management

CONSENT FORM

Topic: An assessment on the impact of training and development on staff efficiency and service delivery in urban municipalities: The case of Chitungwiza Municipality from 2013 to 2016.

Student: Shayamano Melody (0777 261 684)

Supervisor: Mr T. Mude

I am a student at Midlands State University currently studying Honors Degree in Politics and Public Management undertaking an academic research aimed at assessing the extent to which training and development of employees at the Municipality help in improving service provision in Chitungwiza. The study is also aimed at showing the importance of training in improving staff efficiency. The information obtained from the research will be strictly used for academic purposes. It will be highly confidential and all identities will be kept anonymous. You are free to withdraw from the interview anytime if need be.

Participant's Agreement

I am fully aware of the purpose of this research and that my contribution to this research is voluntary. I have understood the above information concerning the aim, purpose and requirement of the research and agreed to participate freely in the research.

Participant's signature ………………………....   *Date ………………………*

I have explained this study to the above subject and have sought her/his understanding for informed consent.

Interviewer's signature …………………………………………....

Appendix 4: Questionnaire

Questionnaire No.......

Introduction

My name is Melody Shayamano and I am a Politics and Public Management Honours degree student at Midlands State University. I am undertaking a research study entitled, **'An assessment on the impact of training and development on staff efficiency and service delivery in urban municipalities: The case of Chitungwiza Municipality from 2013 to 2016.'** The study is purely for academic purposes and the information obtained will be treated with outmost confidentiality. Your participation is greatly appreciated.

Researcher contact information: Email: melodyshayamano@gmail.com

Phone number: 0777 261 684 or 0773 848 297

Instruction: Please complete the following questions by ticking ☑ or ☒ cross on your response.

Section A: Respondent information

1. Gender

1	Male	
2	Female	

2. Age

1	18 - 25 years	
2	26 – 33 years	
3	34 – 41 years	
4	42 – 49 years	
5	50 years and above	

3. Marital status

1	Single	
2	Married	
3	Divorced	
4	Widowed	
5	Separated	

4. Highest education qualification

1	Grade 7 and below	
2	O level	

3	A level	
4	Diploma/ Certificate	
5	Degree	
6	Masters and above	

6. Period of service

1	0 – 3 years	
2	4 – 6 years	
3	7 – 9 years	
4	10 years and above	

SECTION B: THE EXTENT TO WHICH TRAINING AND DEVELOPMENT HELP IN IMPROVING STAFF EFFICIENCY AND SERVICE DELIVERY IN CHITUNGWIZA MUNICIPALITY

7. Does the Municipality offer training and development programmes?

1	Yes	
2	No	

8. If **YES** specify the types of training and development?

1	On the job training	
2	Job rotation	
3	Apprenticeship training	
4	Workshops, seminars and conference training	
5	Management training	
6	Supervisory training	

9. If **NO** what reasons can best explain the absence of training and development?

1	Financial constrains	
2	Training not being regarded as important	
3	Employees are content with their knowledge and skills	
4	No trainers	

10. Can training and development be used as a form of employee motivation?

1	Yes	
2	No	

11. Can service delivery and staff efficiency improve because of employee training and development?

1	Yes	
2	No	

12. Can Municipal objectives be met with training and development programmes?

1	Yes	
2	No	

SECTION C: AN ANALYSIS OF THE AREAS NEEDING TRAINING AND DEVELOPMENT TOWARDS IMPROVING WORK ATTITUDES OF THE EMPLOYEES.

13. Does the Municipality have a training and development department?

1	Yes	
2	No	

14. What are the greatest problems that usually call for training and development being faced by the employees?

1	Poor service delivery	
2	Lack of employee motivation	
3	High level of absenteeism	
4	Negative attitude to customers	
5	Excessive complains from the public	
6	Corruption	
7	Other: specify	

15. In your own opinion, what can be regarded as the organisational weakness? ……………

……………………………………………………………………………………………………

……………………………………………………………………………………………...

16. What solutions can be put in place to mitigate the impact of the weakness noted above?

……………………………………………………………………………………………….

……………………………………………………………………………………………….

……………………………………………………………………………………………..

17. What are the desired outcomes or the benefits of training and development?

1	Skills improvement and employee motivation	
2	Efficiency and effectiveness	
3	To improve Municipal productivity and service delivery	
4	For promotion benefits	

18. What is the strength of staff in the Municipality …………………………………………

……

……

19. If there are any employee weaknesses please note: ………………………………………

……

……

20. Are there any responses towards employee weaknesses by the Municipality?

1	Yes	
2	No	

SECTION D: BENEFITS ASSOCIATED WITH TRAINING AND DEVELOPMENT AND THE WAYS IN WHICH SERVICE DELIVERY IS TO IMPROVE IN THE MUNICIPALITY.

21. Does training and development offer any benefits?

1	Yes	
2	No	

22. If Yes, specify the benefits………………………………………………………………..
…………………………………………………………………………………………………..
…………………………………………………………………………………………………..

23. Is there any form of improvement in the services being offered by the Municipality from 2013 to 2016?

1	Yes	
2	No	

24. Is quality management a priority within the Municipality?

1	Yes	
2	No	

25. Does the Municipality recognise the importance and value of workers?

1	Yes	
2	No	

26. To what extent do you agree or disagree that training and development can influence work attitudes towards the following.

No.	Description	Strongly agree	Agree	Disagree	Strongly disagree
1	Improve individual performance				
2	Improve relationship with co-worker				
3	Relationship with the external environment				
4	Increase group participation				
5	Communication and loyalty				

27. In your own opinion, in what ways can service delivery improve…………………….........

…………………………………………………………………………………………………..

…………………………………………………………………………………………………......

…………………………………………………………………………………………………......

28. Are there any principles that guide the conduct of the Municipality activities?

1	Yes	
2	No	

29. Are there any external training and development programmes on offer to the workers of Chitungwiza Municipality by the government?

1	Yes	
2	No	

30. If **YES** specify the type of training and development on offer:…......................………....

………………………………………………………………………………………………………

………………………………………………………………………………………………………

THANK YOU FOR PARTICIPATING.

Appendix 6: Key respondent's interview guide

KEY RESPONDENT'S INTERVIEW QUESTIONS SCHEDULE

Gender ……………………………….

Designation ………………………………………………………………………………..

Organisation ……………………………………………………………………………….

1. In your own view, what can be said to be the weaknesses of the employees at Chitungwiza Municipality?

2. Can the weaknesses be addressed with offering training and development programmes to the employees?

3. What are the types of training and development programmes on offer towards the employees and how does training help in improving staff efficiency and service delivery?

4. In what ways, can training and development of the employees help in meeting the Municipal objectives and in the long run ensure quality services towards the people living in Chitungwiza?

5. How are the employees notified for any training and development opportunities within the municipality?

6. Does the government under the jurisdiction of the Ministry of local government offer any types of training and development aimed at maximizing municipality competitiveness with the rest of the world?

ii.   If yes, what are the types of training and what benefits will be yielded from such training and development initiatives or policies.

7. From 2013 to 2016, are there any positive results in as much as service provision is concerned within the Municipality.

Any other comments:………………………….…………………………….............………
……………………………………………………………………………………………..
……………………………………………………………………………………………..

THANK YOU FOR PARTICIPATING