

# **MIDLANDS STATE UNIVERSITY**



## **FACULTY OF SOCIAL SCIENCES**

### **DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

#### **TOPIC**

**An analysis on the factors affecting success of Results Based Personnel Performance System in Local Authorities in Zimbabwe. A case study of Hurungwe Rural District Council.**

**By**

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*Dissertation submitted in Partial fulfillment of the requirements for the Bachelor of Science Degree in Politics and Public Management in the Department of Politics and Public Management.*

*MAY 2017*

## Approval Form

The undersigned certify that they have supervised, read and recommend to the Midlands State University for acceptance of a research project entitled: **“An analysis on the factors affecting success of Results Based Personnel Performance System in Local Authorities in Zimbabwe. A case study of Hurungwe Rural District Council”**. Submitted by **Courage Jembere** in partial fulfilment of the requirements of **Bachelor of Science in Politics and Public Management Honours Degree**.

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**An analysis on the factors affecting success of Results Based Personnel Performance System in Local Authorities in Zimbabwe. A case study of Hurungwe Rural District Council.**

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## Dedication

This dissertation is dedicated to my family and friends for their advice, support and prayers that enable me to be focused and concentrate on my studies despite several demands and challenges

Special dedication goes to my mother Angelina Makoni, my father Stephan Jembere and my sisters Jesca Jembere, Tendai Jembere and Susan Jembere for their understanding and support during the time I was unable to be with them attending to requirements of this study.

Thank you and May God be with you in everything that you do.

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## **Abstract**

The study ought to analyse factors affecting success of Results Based Personnel Performance System (RBPPS) at Hurungwe Rural District Council (HRDC). The purpose of the study was to investigate and examine the main factors that impacted on the success of Results Based Personnel Performance System. Over the past decade Integrated Results Based Management (IRBM) has been adopted by the Zimbabwean government and public organisation to improve the implementation of national programmes based on oriented results. Results Based Personnel Performance System as a component of Integrated Results Based Management was adopted in 2005 with the expectation that there would be employees' performance improvement in the public service. However the results had not been realized as expected. Therefore the study sought to understand and analyse factors affecting success of Results Based Personnel Performance System in Zimbabwe local authorities using Hurungwe Rural District Council (HRDC) as a case study. Analyses of these factors could help the government and local authorities to identify strategies to improve the system and enhance employees' performance. The study can also provide insight into the formulation of future initiative for implementation of other national policies. It is expected that this study will contribute towards providing Hurungwe Rural District Council and other local authorities, with recommendation and suggestions and strategies on how to improve the performance of their employees and to make them meet their set targets and objectives. The study used both primary and secondary data. The secondary data was obtained through study of relevant literature while primary data was obtained through questionnaires and interviews of the targeted employees at Hurungwe Rural District Council. Questionnaires were given to 40 Hurungwe Rural District Council employees and interviews were done. Content analysis was employed to identify themes. The findings emerged from the research indicated that unavailability of resources, lack of training and complexity of the system were the major factors affecting success of Results Based Personnel Performance System at Hurungwe Rural District Council. The main conclusion drawn from this study is that employees at Hurungwe Rural District Council were implementing Results Based Personnel Performance without the requisite knowledge of the system and there were not committed to it. The study argues that for Results Based Personnel Performance System to be a success at Hurungwe Rural District Council, employees should be committed to the system and embraces it. The managerial and non-managerial employees should receive service training on Results Based Personnel Performance System in order to understand the concepts of the system.

## TABLE OF CONTENT

	<u>Page</u>
Cover Page	i
Approval Form	ii
Release Form	iii
Dedication	iv
Acknowledgement	v
Abstract	vi
Table of Content	vii-xi
Appendix	xiii
List of Tables	xiii
List of Figures	xiii
Acronyms	ivx
<b>CHAPTER 1 INTRODUCTION</b>	
1.0 Introduction	1
1.1 Hurungwe Rural District Council Background	1
1.2 Background of the study	1
1.3 Problem Statement	2
1.4 Purpose of the study	2
1.5 Aim and objectives	3
1.6 Research Questions	3
1.7 Research Hypothesis	3
1.8 Assumption of the Study	3
1.9 Justification of the Study	4
1.10 Significance of the Study	4
1.11 Scope of the Study	4
1.12 Definition of Key Terms	4
1.13 Limitations of the Study	5
1.14 Delimitations of the study	5
1.15 Structure of the Study	5
1.16s Chapter Summary	6
<b>CHAPTER 2 LITERATURE REVIEW</b>	
2.0 Introduction	7
2.1 Results Based Management System	7
2.2 Results Based Personnel Performance System	7
2.3 Factors Led to the adoption of RBPPS in Local Authorities	7

2.4	Factors Affecting Success of RBPPS	8
2.4.1	Performance Appraisal and Management Practices	8
2.4.1.1	Planning	8
2.4.1.2	Controlling	9
2.4.1.3	Decision Making	9
2.4.2	Communication	9
2.4.3	Training	10
2.4.4	Resistance to Change	10
2.4.5	Organisational Culture	11
2.4.6	Stakeholder Participation	11
2.4.7	Complexity of RBM System	11
2.4.8	Availability of Resources	11
2.5	Other Local Authorities Experience on RBPPS	12
2.5.1	Sanyati Rural District Council	12
2.5.1.1	Frequency of Performance Appraisal and Feedback	12
2.5.2	Karoi Town Council	12
2.6	Conceptual Framework	13
2.6.1	Personnel Performance System	13
2.6.2	Integrated Development Planning	13
2.6.3	Performance Frameworks	13
2.6.4	Personnel Performance Appraisal Process	14
2.6.5	Key Components of Personnel Performance System	15
2.6.5.1	Performance Appraisal	15
2.6.5.2	Human Resources Management	15
2.6.5.3	Human Resource Development	15
2.6.5.4	Human Resources Management Information System	15
2.7	Chapter Summary	15
<b>CHAPTER 3 RESEARCH METHODOLOGY</b>		
3.0	Introduction	17
3.1	Research Design	17
3.2	Research Strategy	17
3.3	Methodology	17
3.3.1	Qualitative Methodology	27
3.3.2	Advantages of Qualitative Approach	18
3.3.3	Disadvantages of Qualitative Approach	18
3.3.4	Quantitative Approach	18



3.3.5	Advantages of Quantitative Approach	18
3.3.6	Disadvantages of Quantitative Approach	18
3.4.	Methods of Data Collection	19
3.4.1	Interview	19
3.4.2	Questionnaires	19
3.4.3	Documentary Review	20
3.4.4	Research Sample	20
3.4.5	Contacting the Relevant Persons	20
3.5	Data Collection Procedure	21
3.5.1	Process for Semi Structured Interviews	21
3.5.2	Questionnaires	22
3.6	Data Presentation and Analysis Procedure	22
3.7	Ethical Consideration	23
3.8	Chapter Summary	23

#### **CHAPTER 4 FINDINGS AND DATA PRESENTATION AND ANALYSIS**

4.0	Introduction	24
4.1	Research Findings	24
4.1.1	General Characteristics of the Respondents	24
4.1.2	Questionnaire Response Rate	24
4.1.3	Interview	25
4.1.4	Interview Response Rate	26
4.1.5	Overall Respondents Distribution by Education	27
4.2	Results on Whether HRDC carry out PPS	28
4.3	Frequency of Performance Appraisal	28
4.4	Employees achieved their 2016 targets	29
4.5	Employees understand RBPPS	29
4.6	Factors affecting success of RBPPS at HRDC	30
4.6.1	Unavailability of Resources	30
4.6.2	Complexity of RBPPS	31
4.6.3	Communication	32
4.6.4	Organisational Culture	33
4.6.5	Political Environment	34
4.6.6	Compensation System	35
4.6.7	Limited involvement of Departmental Managers in the System	35
4.6.8	Embezzlement of Council Funds	36
4.7	Other Issues	38

4.7.1	Applicability of RBPPS at HRDC	38
4.7.2	Recommendation from the Respondents on Factors affecting success of RBPPS at HRDC	38
4.8	Chapter Summary	39
<b>CHAPTER 5 CONCLUSION AND RECOMMENDATIONS</b>		
5.0	Introduction	40
5.1	Summary of the whole study	40
5.2	Recommendations to Factors affecting Success of RBPPS at HRDC	40
5.2.1	Recommendations on Unavailability of Resources	41
5.2.2	Recommendations on Complexity of RBPPS	41
5.2.3	Recommendations on Communication	41
5.2.4	Recommendations on Organisational Culture	42
5.2.5	Recommendations on Political Environment	42
5.2.6	Recommendations on Compensation System	42
5.2.7	Recommendations on Embezzlement of Council Funds	43
5.2.8	Recommendations on Limited Involvement of Departmental Managers in the System	43
5.3	Recommendations on Future Research	43
5.4	Chapter Summary	44
	Reference List	45-48s

## **APPENDICES**

<b>Appendix i</b>	<b>Questionnaire for Managerial Employees</b>	<b>49-50</b>
<b>Appendix ii</b>	<b>Questionnaire for Non-Managerial Employees</b>	<b>51-52</b>
<b>Appendix iii</b>	<b>Interview Guide for Managerial Employees</b>	<b>53</b>
<b>Appendix iv</b>	<b>Interview Guide for Non-Managerial Employees</b>	<b>54</b>

## **LIST OF TABLES**

<b>Table 4.1</b>	<b>Questionnaire Response Rate</b>	<b>25</b>
<b>Table 4.2</b>	<b>Findings on Whether HRDC Carry out PPS</b>	<b>28</b>
<b>Table 4.3</b>	<b>Findings on How often employees carry out PA</b>	<b>28</b>

## **LIST OF FIGURES**

<b>Figure 2.1</b>	<b>Results Based Integrated Performance Framework</b>	<b>13</b>	
<b>Figure 2.2</b>	<b>Performance Appraisal Process</b>	<b>14</b>	
<b>Figure 4.1</b>	<b>Sample Population Distribution</b>	<b>24</b>	
<b>Figure 4.2</b>	<b>Interview Schedule Distribution</b>	<b>25</b>	
<b>Figure 4.3</b>	<b>Interview Response Rate</b>	<b>26</b>	<b>Figure</b>
<b>4.4</b>	<b>Overall Respondents by Education</b>	<b>26</b>	
<b>Figure 4.5</b>	<b>Sex of Respondents Involved in the Study</b>	<b>27</b>	
<b>Figure 4.6</b>	<b>Findings on how many Employees meet their 2016 set targets</b>	<b>29</b>	
<b>Figure 4.7</b>	<b>Factors Affecting Success of RBPPS</b>	<b>37</b>	

## **ACRONYMS**

<b>HRD</b>	<b>Human Resources Development</b>
<b>HRD</b>	<b>Human Resources Development</b>
<b>HRDC</b>	<b>Hurungwe Rural District Council</b>
<b>HRMI</b>	<b>Human Resources Management Information</b>
<b>IDP</b>	<b>Integrated Development Planning</b>
<b>IPMF</b>	<b>Integrated Performance Management Framework</b>
<b>IRBM</b>	<b>Integrated Results Based Management</b>
<b>KTC</b>	<b>Karoi Town Council</b>
<b>PPC</b>	<b>Public Service Commission</b>
<b>RBM</b>	<b>Results Based Managements</b>
<b>RBPPS</b>	<b>Results Based Personnel Performance System</b>
<b>SRDC</b>	<b>Sanyati Rural District Council</b>

# **CHAPTER 1 INTRODUCTION**

## **1.0 Introduction**

This chapter highlighted concept of Results Based Personnel Performance system at Hurungwe Rural District Council. The end of year appraisal report under Results Based Personnel performance system indicated that most of staff members failed to meet their targets due to personnel performance related factors. It appears local authorities are facing challenges on the implementation of the system which is mitigating its success. It is therefore, the researcher's quest to analyse Result Based Personnel Performance System (RBPPS) focusing on the factors which lead staff members not to achieve their targets. The research chapter encompasses the background of the study, definition of terms problem statement, purpose of study, objectives of the study and research questions. It again includes the research hypothesis, assumption of the study significance of the study, scope of the study and delimitations and limitations of the study.

### **1.1 Hurungwe Rural District Council Background**

Hurungwe Rural District Council was established in 1993 through amalgamation of the then Rural Councils. It is situated in Mashonaland West under the Ministry of Rural Development, Promotions and Preservation of Cultural Heritage. According to Hurungwe Rural District Council Human Resource Policy Manual Hurungwe Rural District Council is comprised of 26 wards which are classified as follows, 14 Communal Wards, 4 Resettlement wards and 8 Commercial wards A1 and A2 commercial farming areas. According to Hurungwe Rural District Council Strategic Plan of 2017 Hurungwe Rural District Council has five departments which are Administration and Human Resources, Agriculture and Natural Resources, Roads, Planning and Works, Social services and Finance and Economic Development. The organisation has a total of forty (50) employees.

### **1.2 Background of the study**

According to Hurungwe Rural District Council (2016) end of year staff appraisal report presented to the Administration and Human Resources Committee, most of the staff members did not meet their targets due to personnel performance related factors. There was an assumption at Hurungwe Rural District Council that all staff members will perform well and meet their targets after receiving in service training of Results Based Personnel Performance system introduced by government in local authorities in 2005. End of year appraisal documents of council staff indicates that most employees failed to meet their targets.

More so, the 1989 Public Service Review Commission document indicated that government lacked oriented performance management culture and deterioration in service delivery. The recommendation from Public Service Review Commission led to the introduction of Performance Management System in 1999. However, Performance Management System focused on activity completion rather than meeting the accepted results.

Indeed the government of Zimbabwe adopted Results Based Management System that focuses more on achieving results based on pre-planned goals.

However the implementation of Results Based Personnel Performance System as a major component of Results Based Management is an area of controversy with regards to issues of applicability and benefits. It seems the system is not understood and appreciated by both managerial and non-managerial in local authorities. Indeed employees at Hurungwe Rural District Council failed to meet their 2016 targets. Therefore, it is against this background that the researcher focused on the factors affecting success of Results Based Personnel Performance System using Hurungwe Rural District Council as a case study.

### **1.3 Problem Statement**

Hurungwe Rural District Council appraisal Report of 2016 indicated that the majority of the staff failed to meet their targets in the year 2016 even all the required resources to perform their planned work was provided. The report points out that the failure was as a result of personnel performance related factors. It is against this background that the researcher felt the need for a comprehensive analysis into the factors affecting success of Result Based Personnel Performance System at Hurungwe Rural District Council.

### **1.4 Purpose of the study**

The study is designed to investigate and analyse factors affecting success of Result Based Personnel Performance System at Hurungwe Rural District Council. An analysis of these factors ensures performance improvement. It also ensures systematic assessment on an individual's performance in line with pre-determined results with a view to improve performance through appropriate interventions on a frequent basis. Indeed, analysis of factors affecting success of Result Based Personnel Performance System will help Hurungwe Rural District Council and other councils to promote systematic performance analysis and benchmarking to drive program performance improvement. Further to this the analyses of the research will help local authorities to implement innovative solutions that promote effective service delivery based on pre-determined results.

### **1.5 Aim and Objectives**

#### **1.5.1 Aim**

This research is aimed at exploring factors affecting success of Result Based Personnel Performance System at Hurungwe Rural District Council, with a view to improve performance of employees and effective service delivery.

#### **1.5.2 Objectives**

- To assess if employees understand Result Based Personnel Performance System
- To investigate if the employees were aware that they failed to meet their 2016 set targets
- To investment factors affecting success of Result Based Personnel Performance System
- To examine whether Result Based Personnel Performance System is applicable at Hurungwe Rural District Council
- To find out recommendation on how to solve factors affecting Result Based Personnel Performance System at the organisation.

### **1.6 Research Questions**

- How do employees understand Result Based Personnel Performance System?
- Are you aware that you failed to meet your 2016 set targets?
- What factors affecting success of Result Based Personnel Performance System?
- Is Result Based Personnel Performance System applicable in your organisation and how?
- What recommendations/ solutions to the factors affecting success of Result Based Personnel Performance System?

### **1.7 Research Hypothesis**

It is proposed that Results Based Personnel Performance System at Hurungwe Rural District Council is failing as regards to the following factors.

- Resistance to change
- Organisational culture
- Financial Constrains
- Communication and feedback mechanism
- Managerial influence in the implementation of Result Based Personnel Performance System
- Organisational Readiness Assessment
- Politicization of the organisation

### **1.8 Assumption of the study**

It is assumed that Result Based Personnel Performance System is failing at Hurungwe Rural District Council, affecting their service delivery and individual performance. It seems the majority of Hurungwe Rural District Council employees do not understand the system especially on implementation.

## **1.9 Justification of the study**

This research has been carried out in pursuit to assist Hurungwe Rural District Council to identify and analyse the factors affecting success of Results Based Personnel Performance System. In the same vein, the study helps local authorities to implement Results Based Personnel Performance System effectively. The study also acts as a solution to factors affecting success of Results Based Personnel Performance System, further to this, analyses of these factors helps in the smooth implementation of Results Based Personnel Performance System and helps employees to understand the system.

### **1.10 Significance of the study**

The research seeks to give an analysis on the factors affecting Result Based Personnel Performance System at Hurungwe Rural District Council. The system ensures achievement of pre- determined results and effective service delivery. Therefore an analysis of these factors will be documented for future use by Hurungwe Rural District Council and other local authorities in the country. The information will be used with other students as reference which will help them in their studies.

### **1.11 Scope of the study**

This study has chosen to specifically look into the factors affecting success of Result Based Personnel Performance System at Hurungwe Rural District Council. Actually local councils act as the local government representing the central government at local level. Therefore, the need for effective service delivery which is result oriented. Result Based Personnel Performance System as integral component of Result Based Management which was introduced in local authorities to improve performance of employees and achievement of pre-determined results. However the system is facing challenges which are to be explored in this research.

### **1.12 Definition of key terms**

- Result Based Management (RBM) can be defined as management and monitoring of results of individual and organizational set goals and objective to improve organizational performance. Ministry of Public Service defined Result Based Management as management strategy by which an organisation ensure that its processes, products and services, contribute to the achievement of desired results (outputs, outcomes and impacts)
- Results Based Personnel Performance System (RBPPS) can be defined as a system that is used to measure performance of employees against results achieved. The Public Service Commission defines Results Based Personnel Performance System as an integral component of Result Based Management system which integrates the strategic use of critical human resources with the use of financial and other resources with the view of achieving desired program results. It further defines it



as systematic and purposive usage of critical human resources towards the effective and efficient achievement of relevant program goals and objectives.

- Performance Management System can be defined as management based on agreed objectives to be achieved. Armstrong (2010) defined Performance Management as a systematic process for improving organizational performance by developing the performance of individuals and teams.

### **1.13 Limitations of the study**

A limited fund to fully carry out the research was an area of concern as a challenge to free flow of the research. It was difficult to collect data as some employees were in different areas and some were not willing to assist.

### **1.14 Delimitations of the study**

The study opened much ground and unearthly hidden factors affecting Result Based Personnel Performance System at Hurungwe Rural District Council. The study gave a critical analysis of these factors which will help local authorities and government to come up with remedies to the observed challenges.

### **1.15 Structure of the study**

The Structure Will Be As Follows

- Chapter 1 introduces the topic under research, gives the background of the study, problem statement, research objectives, research hypothesis, justification, scope of the research, limitations and structure of the dissertation
- Chapter 2 reviews literature of published and unpublished works on Results Based Personnel Performance System and its contents particularly in the Local authorities in Zimbabwe
- Chapter 3 provides the research methodology. It includes research design, population, sample, research tools to be used and data collection methods to be used in the research. The study used both the primary and secondary data collection methods.
- Chapter 4 provides Data presentation and analysis is catered for in this chapter.
- Finally Chapter 5 concludes and suggests recommendations resulting from this research.

## **1.16      Chapter Summary**

Chapter one has introduced the background of the study, the case study to be used as well as the concept of Result Based Personnel Performance System. The chapter has indicated the problem statement of the research, the research objectives, research questions, research hypothesis and justification of the study, scope of the study, definition of terms, limitations of the study, and delimitations of the study and finally the structure of the study. The next chapter focuses on Literature review.

## **CHAPTER 2 LITERATURE REVIEW**

### **2.0 Introduction**

This chapter gives the researcher an appreciation of what has been already done regarding the factors affecting the success of Results Based Personnel Performance System in local authorities in Zimbabwe by examining the works of other researchers. This gives the researcher the opportunity to complete the gap of knowledge regarding factors affecting success of Results Based Personnel Performance System. This chapter also encompasses definition of Results Based Management System and why it was adopted, definition of Results Based Personnel Performance System, factors affecting success of Results Based Personnel Performance System, other local authorities experience in the system and conceptual frame work as well as the chapter summary.

#### **2.1. Results Based Management System (RBMS)**

Although this research is focused on RBPPS there is need to explain Results Based Management first. According to PSC Integrated Results Based Management System is a management strategy by which an entity or organisation ensures that its processes products and services, contribute to the achievement of desired results. Therefore Results Based Management is a system aimed at improving quality service delivery based on oriented results. Indeed according Aguinis (2005) Results Based Management is a contemporary strategic management approach meant to timely achieve desired results with available resources, further to this Results Based Management System has five components. However this research mainly focused on the component of Results Based Personnel Performance System.

More so, it has to be noted that RBMS operates both at national level and at local level. According to Zinyama et al (2015) government of Zimbabwe set up the Public Service Review Commission to assess the performance the public service. Literature and media indicated that there was lack of performance management culture, ignorance towards work, staff turnover and centralized and secretive bureaucracy. Corruption was and is rampant. According to Hurungwe Rural District Council Administration and Human Resource report of 18 November 2016 indicated that most employees were failing to understand the system and failed to achieve their goals. It is therefore the duty of this study to analyse factors affecting the success of RBPPS at local level specifically at Hurungwe Rural District Council.

#### **2.2. Results Based Personnel Performance System**

Results Based Personnel Performance System is an integral component of the Results Based Management System. Results Based Personnel Performance System focuses on the systematic and purposive usage of critical human resources towards the effective and efficient achievement of relevant program goals and objectives. 18 Zimbabwe also defined Results Based Personnel Performance System as a human

performance management that focuses on the systematic and purposive use of human resources to achieve desired results using available resources. Indeed according to Integrated Results Based Management document of (2005) the introduction of Results Based Personnel Performance System seeks to provide an objective appraisal system that demonstrates performance results rather than activities and workload.

### **2.3. Factors led to the adoption of RBPP In local authorities**

Research from the 1989 PSC indicated that government lacked a results oriented performance management culture and there was high demand for quality public services. More so, increasing resources constrains mitigated effective service delivery. The need to adopt best practices in line with globalization as well as decrease in service delivery in terms of quality, quantity and timeliness

### **2.4. Factors affecting success of RBPPS.**

Literature on the Factors affecting success of Results Based Personnel Performance System was highlighted below.

#### **2.4.1. Performance appraisal and Management practice**

Management can be defined as a process of working and monitoring of employees to achieve organizational goals in an ever changing atmosphere. According to Armstrong (2001) management is a process of planning, organizing, leading and controlling activities and people towards the achievement of pre-planned goals. Performance appraisal means assessing the performance of the individual against the set targets. Armstrong (2010) defines Performance Appraisal (PA) as the formal assessment and rating of individual by their managers at or after review meeting

##### **2.4.1.1. Planning**

Planning is simply referred as the preparation of formulation of future courses of action. Plans and objectives for employees give direction to the organization. Kreitner and Kinick (2003) is of the view that the appraiser has to prepare for the performance appraisal meeting before it is done and give message to the appraisee in time. This gives the appraisee enough time to prepare for the appraisal process. This is also supported by Stoner (1982) who is of the view that plans are needed to give the organisation its goals and set procedure for achieving them. Plans permit employees to conduct their duties consistent with the set objectives to be measured and monitored so that corrective measures can be taken. Armstrong (2006) noted that meeting should be planned to cover all points identified during preparation. Sufficient time should be allowed for a full discussion. Indeed poor planning act as a factor affecting success of RBPPS

### **2.4.1.2 Controlling**

Controlling the appraiser during the performance process ensures comparison of the desired results with the actual results and takes corrective measures. Kreitner and Kinick (2003) states that appraiser will judge the performance of the appraisee. The management must ensure that employees' actions move the organisation towards the set goals and objectives. This is in line with Stoner (1982) who views controlling function in three elements, establishing standards of performance, measuring current performance and comparing it against the established standards performance, taking action to correct any performance that does not meet the set standards.

### **2.4.1.3. Decision Making**

A decision is a choice of action that is taken by anyone and a decision can be good or bad. Modern (2004) defines decision making as the choice of a course of action between the different courses of action that will be available to the decision maker. Indeed in Results Based Personnel Performance System the appraisers do performance appraisal process and make decisions. According to Kreitner and Kinick (2003) as the appraisers carry out the performance appraisal, they make decisions in relation to individual performance for promotions and demotions as well as employees development. These decisions must be objective based on genuine reasons for the benefit of the organisation. Indeed in Results Based Personnel Performance System the decision is done between the appraisee and the appraiser to identify if the set goal were achieved. According to Armstrong (2006) decision making is reached at after the managers and employees have come to an agreement. It was discovered in this research that only the appraiser plans for appraisal meetings, though the appraisee have the mandate to get ready for appraisal meetings.

### **2.4.2 Communication**

Communication can be categorized into two that is verbal and non-verbal communication. In Results Based Personnel Performance System communication is very important as it ensure performance improvement and helps the organisation to achieve its goals. Mainiero and Tromley (2003) noted that the appraisee can be able to follow-up the resolutions or corrections made by the supervisor to ensure that they are implemented accordingly. At Hurungwe Rural District Council, communication and performance monitoring is done in both verbal and non-verbal communication and both participate and agree on written targets. However according to Hurungwe Rural District Council Administration and Human Resources Minutes of 28 December 2016 indicates that there was lack of communication between the employees and management. According to Armstrong (2006) discussion between the supervisor and the employees should be based on performance not personality. He further notes that discussion on performance should be based on factual evidence not opinion.

### **2.4.3. Training**

No matter how employees are educated, typically a gap remains between what employees know and what they should know especially on issues to do with Results Based Personnel Performance system. According to Kreitner (1995) training about performance appraisal is needed to cover the gap of knowledge that exist before appraisal is done and thereafter. According to Zimbabwe Public Service Commission Review on Results based Management in 2005 indicated that all employees in the public service need intensive training to embrace Results Based Management System for it to be a success story. Indeed most training in organizations is directed towards improving and development on employees' technical skills. Training has become an important factor in many organizations because of the changes in organisation design and government policies. Robbins (2003) noted that as organizations changed their structure, workers need to learn diversity of duties and increase knowledge on organisation culture.

More so, employees need training on how to prepare for self-review or appraisal. Mainiero and Tromley (2003) noted that employees need guidance on how to organize for self-review discussion. Results Based Personnel Performance is an important management tool and managers need to embrace it in their organizations. According to Murphy and Cleveland (2007) if managers play their duties in performance appraisal process efficiently, employees will understand them. Indeed it is the duty of supervisors to ensure that Results Based Personnel Performance System is understood by all the non-managerial staff. Likewise, Berman et al (2010) pointed out that the managerial and non-managerial staff should be trained so as to acquire better understanding on the importance of performance appraisal. This was also supported by Kulvass (2007) who is of the view that it is helpful to train both managerial and non-managerial staffs since both are involved in the implementation of Results Based Personnel Performance System. Risher (2003) is of the suggestion that poor performance is best seen as predicament in which the management and employees are both accountable. Armstrong (2006) noted that when analyzing performance , do not just hand out praises or blame but the supervisor should analyse objectively why things went well and badly and what can be done to improve and maintain the standard in future.

### **2.4.4. Resistance to change**

Local authorities need to change and adapt to the new system to achieve their goals and objectives. According to Public Service Commission there is need for local authorities to change management initiatives that will make employees to understand that government is now implementing the programme as a measure to manage results and improve service delivery to the public. It appears that although Result Based Personnel Performance System has been introduced years ago most employees feel that the system is not theirs.

#### **2.4.5 Organisational Culture**

The capability of local authorities to create a management culture that emphasis on results will make the implementation of Results Based Personnel Performance System a success story. Thomas (1998) holds the view that changing organizational culture, by its nature requires a lot of time and continual perseverance. Downey (1998) noted that both developed and developing countries have difficulties in transforming traditional systems of management which are based on inputs and outputs, to results oriented system. Schein (1984) noted that organizational culture can only be understood if both aspects of culture are studied

#### **2.4.6. Stakeholder participation**

Effective participation of key organizational stakeholders in the implementation of Results Based Personnel Performance System is important in achieving organisational goals. Meekings (1995) is of the view that managers and staff must be involved in the developing of strategic plans, performance management. Wachira (2013) adds on to this notion of involvement by suggesting that Public Service exist to create a public value therefore it is the stakeholders who can best define their priorities to monitor and guide the implementation process. Downey (1998) in the same vein noted that, stakeholder participation help to develop and instill sense of ownership thus ensuring commitment.

#### **2.4.7. Complexity of the Result Based Management**

Complexity of the system is one of the offending factors that threaten success of Results Based Personnel Performance. Meier (1998) noted that complexity in management process or systems tends to frustrate stakeholders. The complexity can lead to incorrect reporting and ignorance towards the system. Epstein and Olsen (1996) hold the view that performance measurement system should be monitored and develop continuous transformation of it relating to the ever changing environment.

#### **2.4.8. Availability of resources**

The potential on organizations to implement effective Results Based Personnel Performance System should be supported by the provision of required human and material resources to certify success and effective implementation of the system. Aghion and Belton (1997) is of the view that availability of funds as well as management effort and time give a clear reflection of top management support that will ensure effective service delivery. Newcomer and Wright (1996) suggested that provision motivate staff and improve implementation of Results Based Management.

## **2.5. Other local authorities experience on the factors affecting Results Based Personnel Performance System**

The following paragraphs indicated experience of other Rural District Council in Zimbabwe on the factors affecting Results Based Personnel Performance System.

### **2.5.1. Sanyati Rural District Council**

SRDC 2016 appraisal report indicated that, there are no clear boundaries of work responsibility. Indeed there are no clear job descriptions especially for employees at the shop floor level. This is affecting success of Results Based Personnel Performance System. Employees do not work according to the specific goals and objectives. Therefore it is difficult to measure employees' performance according to the requirements of Results Based Personnel Performance System.

#### **2.5.1.1. Frequency of performance appraisal and feedback.**

Performance appraisal as a process helps to assess the performance of employees. Mondy et al (1999) defines performance appraisal as a formal system of periodic review and evaluation of an employee's performance. Thus performance appraisal is a backward looking activity, which seeks to assess historical performance with a vision of using it to influence future performance. However according to Sanyati Rural District Council Administration and Human Resources Committee minutes of December 2016, frequency of performance reviews were a major factor mitigating success of Results Based Personnel Performance System. It further indicated that performance appraisal at Sanyati Rural District Council was carried out yearly and that was not supportive of Results Based Personnel Performance System.

### **2.5.2 Karoi Town Council**

Organisational culture had a positive influence on personnel performance. According to KTC Full Council Minutes of February 2016, organizational culture was one of the major factors mitigating success of Results based Personnel Performance System. Further, lack of communication between the management and the non-managerial staff, bad work habits, politicization of council resources and nepotism are some of the elements of culture affecting effective implementation and success of Personnel Performance.



## 2.6. Conceptual Framework

A conceptual Framework can be described as a clear and complete set of ideal, principles and concept of a system or policy. The following concepts of RBPPS were taken from Zimbabwe Ministry of Local Government, Public Works and National Housing document on Integrated Results Based Management (IRBM of (2005))

### 2.6.1. Personnel Performance System(PPS)

PPS is an integral component of the Results Based Management System. According to IRBM (2005) the introduction of the Results Based Personnel Performance seeks to provide an objective appraisal that exhibit performance results rather than activities completion, further Results Based Personnel Performance System focuses on the systematic and purposive usage of critical human resources towards the effective and efficient achievement of relevant program goals and objectives.

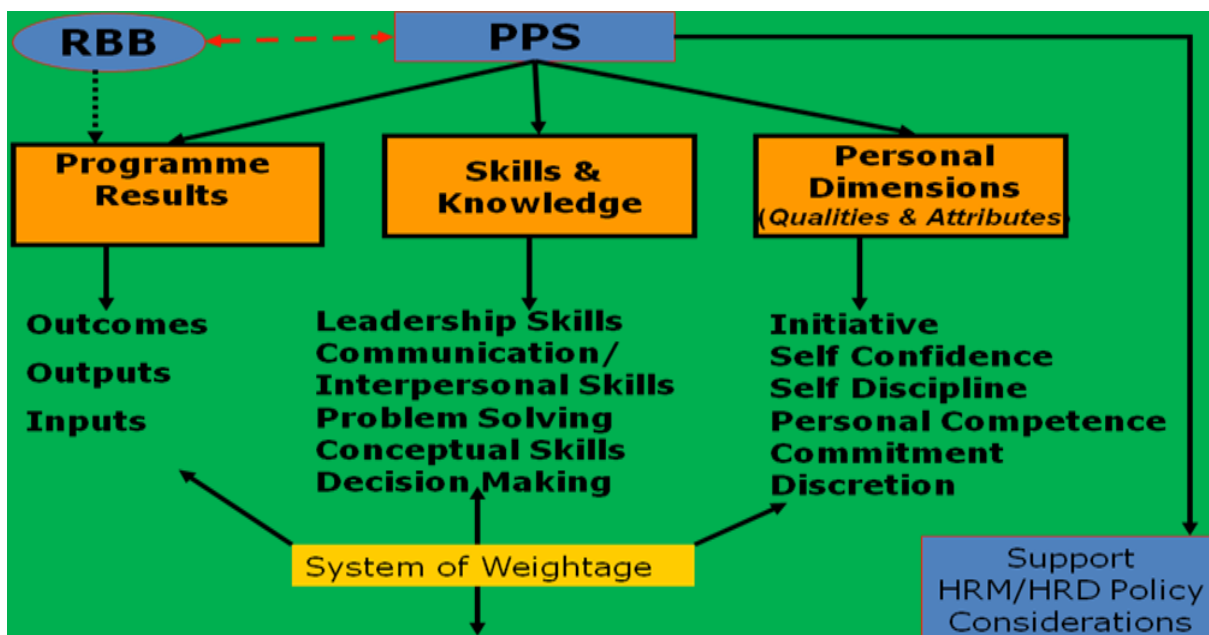
### 2.6.2. Integrated Development Planning

Planning is the first most crucial step and ever-present determinant to successfully managing the development results. According to Public Service Commission IDP takes an approach that combines desired results with budget and Results Based components such as Monitoring and Evaluation

### 2.6.3. Performance framework

Literature on RBM indicated that there is a performance framework which act as a guideline on the implementation of Personnel Performance System provided in the Result Based Management document from the PSC. It is summarized in the table below.

Figure 2.1 Results Based Integrated Performance Framework



The table above Indicated that organisation to achieve desired results must have human resources with required knowledge, skill, qualities and attributes based on sound human resources management, and development policies. The broken red line indicate the interdependence between PPS and Results Based Budgeting

### **2.6.4 Personnel Performance Appraisal Process**

Literature on Results Based Management indicated that there is a performance appraisal process. PA process act as a guideline on the implementation of Results Based Personnel Performance System as provided in the Integrated Result Based Management document published by the Ministry of Local Government, Public Works and National Housing . It is summarized in the table below.

**Figure 2.2 Performance appraisal process**

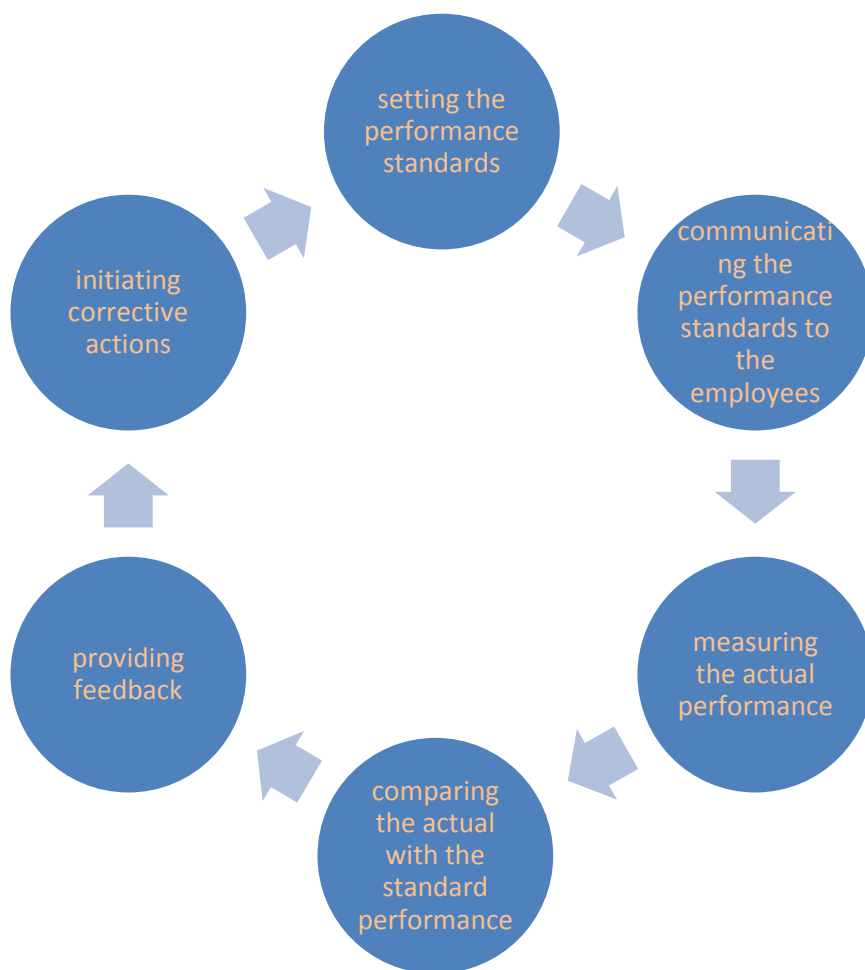


Fig 2 shows the performance appraisal process for local authorities. Performance appraisal process is done both at individual and organizational level as indicated above. Performance appraisal process is used to rate the performance of employees based on set objectives and goals.

### **2.6.5. Key Components of Personnel Performance System**

Personnel Performance has its own components which act as guidelines in the implementation of the system. The components are explained below

#### **2.6.5.1 Performance Appraisal**

According to Armstrong (2006) performance appraisal is defined as the formal assessment and rating of individuals by their managers at or after a review meeting. White (2006) asserts that PA is the process to ascertain the value of workers output in an organisation by way of assessing their performance based on set goals. PA is done with a view to improve performance through appropriate interventions on a continual basis.

#### **2.6.5.2 Human Resources Management**

Human Resources Management can be defined as the management of employees at work. According to HRDC Human Resources Policy manual Human resources management is focused on the idea that through appropriate policies, maximum performance level of results is achieved from the organization's human capital.

#### **2.6.5.3 Human Resources Development**

According to PSC Human Resources Development equips public servants with requisite attitudes, skills and knowledge to ensure maximum quality delivery, noticing existing competencies, cite competency gap, formulate remedies to address gaps and implement strategies.

#### **2.6.5.4 Human Resources Management Information system**

According to Hurungwe Rural District Council Departmental Integrated Performance and Monitoring plan, HRMI captures information from monitoring and evolution to enable the management and non-managerial staff to make informed decisions.

### **2.7. Chapter Summary**

The above literature shows the factors affecting success of Results Based Personnel Performance System which include the managerial duties like decision making, controlling and planning of the system that needs to be done by both the management and non-management staff. Lack of Communication and training is also affecting the system. Availability of resources act as a major factor in the success or failure of the Results Based Personnel Performance System. Literature also reviewed that resistance to change; organizational culture, stakeholder participation and complexity of the system are other factors mitigating success of

Results Based Personnel Performance System. The chapter also highlighted the main concepts of Results Based Personnel Performance System. Next chapter will focus on data presentation and analysis.

## **CHAPTER 3 RESEARCH METHODOLOGY**

### **3.0. Introduction**

The essence of this study is to analyse factors affecting success of Result Based Personnel Performance System at Hurungwe Rural District Council. Therefore this chapter focuses on techniques/methods and tools used in the research process. Indeed this chapter basically explains how the research was conducted and more importantly explores methodology used to unearth factors affecting success of Result Based Personnel Performance System at Hurungwe Rural District Council. This study followed both qualitative and quantitative approach. Therefore interviews, documentary review and questionnaires were used for data collection in the study. Targeted personnel were employees at Hurungwe Rural District Council with relevant information needed.

### **3.1. Research Design**

Best and Kahn (1993) stated that research design is a plan to be followed in the collection, analysis and presentation of data. Research Design has the purpose of providing maximum control over extraneous variables and other factors that could manipulate the results and interfere with the validity of the findings. It is the research design that helps in obtaining answers to the research question, or the research hypothesis. According to (Punch 2000) Research design is a basic plan for empirical study and includes the main issues as sample, strategy and tools and procedure to be used in data collection and data analyses.

### **3.2. Research strategy**

There are various strategies that can be used to conduct a research in social science. According to (Yin 2003) the choice of strategy is based on type of research questions. For this study, literature review, semi structured interviews and questionnaires were used for data collection.

### **3.3. Methodology**

There are only two methodologies for data collection when doing a research. These are qualitative and quantitative. Flick (1998) is of the view that research design philosophies can be divided into two broad categories, qualitative and quantitative research. Indeed each methodology has its own advantage and disadvantage as discussed in the following paragraphs.

#### **3.3.1 Qualitative methodology**

This research is predominantly qualitative. Therefore qualitative approach to data collection was used as appropriate method of the research. According to Holloway (1997) qualitative approach is used to investigate the behavior, perspective and experience of participants under the study and interpretation of

social reality. Purposive sampling was conducted to ensure representation and participation of both managerial and non-managerial staff at Hurungwe Rural District Council.

### **3.3.2 Advantages of qualitative approach**

This approach also works to increase reliability and validity of the findings, thereby making the research more fruitful, productive and informative. According to Patton (1990) qualitative approach allows the researcher to study selected issues in depth and detail without predetermined information that would affect the fieldwork. It also ensures openness and detailed inquiry that will increase understanding of the issues under study.

### **3.3.3. Disadvantages of qualitative approach**

According to Easterby, Smith et al (2002) the most critical disadvantage of qualitative approach is that it lacks the statistical precision that is provided in quantitative approach. However it was determined that statistical precision was not a main concern in this research. The qualitative approach was the most appropriate method used in this study as it include exploring individual and organizational experience. Qualitative approach permitted in depth analysis and understanding the organizational system and individual experience which would not be possible if quantitative approach had been used alone.

### **3.3.4. Quantitative approach**

Quantitative approach as a research methodology that ensures that the data collected is measurable. The purpose of the study is to analyse factors affecting success of Results Based Personnel Performance System, therefore structured form of interview was necessary to avoid collection of invalid data. According to (Duffy 1990 and Catt 1994) quantitative approach is reliable than qualitative approach, basing on the fact that it controls and eliminate extraneous variables within the internal structure of the study.

### **3.3.5 Advantages of Quantitative approach**

Quantitative approach is easy to measure the responses of a number of respondents using a limited set of questions which assist in comparison and statistical records of the data. Carr (1994) suggested that this approach is an objective formal systematic process in which numerical data findings describes tests and examines cause and effect relationship. Hitchcock and Hughes (1995) says that the use of standardized methods in quantitative research allows for greater objectivity and accuracy of results.

### **3.3.6 Disadvantages of qualitative approach**

Respondents can ignore some of the questions as some feel lazy to complete the open ended questions. Comark (1991) suggested that in quantitative approach respondents are usually kept in the blinded about the study and are often left untouched by the research itself. Indeed some information is difficult to get through

the use of questionnaires, especially sensitive topics like politics. Some information obtained might be incomplete.

### **3.4. Methods of data collection**

In terms of this research, the researcher used interviews, documentary review and questionnaires in the collection of data

#### **3.4.1. Interview**

The attention on this approach was to interview as someone who does not understand the situation and therefore looks to the interviewee as someone who can help. This research tried to approach the interviewees as people responsible for the implementation of Result Based Personnel Performance System but who had faced or experienced difficulties with the System. These interviews proved very helpful in this study as it confirm the findings from the literature, deep understanding the implementation of Results Based Personnel Performance System at Hurungwe Rural District Council. The interviews were conducted between 20 November 2016 and 10 January 2017. The researcher attempted to create an environment of trust and strive to listen to what was said, what was unstated, this therefore, required flexibility in the use of questions within the schedule. According to Flick (1998) interviews allow participants to express their views and opinions and other contextual data.

#### **3.4.2. Questionnaires**

The questionnaires were also used as there were relevant to the matter under the study and it was cheap to administer. The questionnaire included both closed and open ended questions. Questionnaires were made in a anonymity way encouraged honest responses to sensitive questions. The researcher personally delivered the questionnaires to collect primary data. The research was always available to the employees if they wanted clarity on some questions and this added value to the information collected. The purpose of the study was explained to the employees through the information sheet and personally by the researcher.

The closed questions with yes or no answers and open ended questions were used and were easy to analyse. They also helped the researcher to compile information easily. Actually closed ended questions were crucial as they reminded the participants the matter in question if the participants have forgotten important issues. Lindner et al (2001) postulated that respondents prefer close-ended questions to open ended questions since they are difficult to answer. Therefore the research found it worth it, to use both closed-ended questions and open-ended questions. The questionnaires were made short and understandable to avoid shallow answers.

### **3.4.3. Documentary review**

The researcher also made use of documented records with relevant information under the study. The research requested Hurungwe Rural District Council Human Resources Department to assist and provide him with documented records of Result Based Management. These documents helped the researcher in analysing the performance of employees and to understand how Result Based Personnel Performance is being implemented at Hurungwe Rural District Council. The review helped the researcher with detailed information and understanding of the concepts and implementation of Results Based Personnel Performance System at Hurungwe Rural District Council. Indeed this also answered the question on the factors affecting success of Results Based Personnel Performance System.

### **3.4.4. Research Sample**

The managerial and non-managerial staff at Hurungwe Rural District Council, 40 in total, constitutes the population of this study. These included the Chief Executive Officer, departmental managers and the shop floor workers. Purposive sampling was used to select 15 managers from the 40 employees who are directly linked in the implementation of Results Based Personnel Performance System and were prepared to participate in the research. 25 were non-managerial employees.

The managerial and non-managerial staff participated in the study were involved in the implementation of Results Based System since its adoption in 2005. They were selected due to their understanding of the system, experience and their preparedness to participate in the study indeed they were also easily available at Hurungwe Rural District Council offices.

According to DeVaus (2002) Purposive sampling is a non-probability sampling technique that ensures a conscious decision about which elements would produce the desired information. In this study, non-probability sampling had the advantage over other methods in the selection of managers. Because of managers' preparedness to participate in the research gave an indication of commitment to Results Based Personnel System and were to provide the most helpful data required. Indeed, 40 employees at Hurungwe Rural District Council were seen as most knowledgeable about the system as some were trained and had been directly linked in the implementation of the system since its adoption.

### **3.4.5. Contacting the relevant persons**

Following a request to Hurungwe Rural District Council (HRDC) for permission to conduct the research, the researcher was referred to the Administration and Human Resources Department to help the researcher to find data relevant to the factors affecting success of Results Based Personnel Performance System. A total of 15 managers, including their contact numbers and email address, was given to the researcher to ensure communication with these managers.



Indeed telephone calls were made to each manager's secretary. Once connected to the departmental manager, the researcher quickly explained the purpose of the study and requested their participation. This was a supplement measure since the Chief Executive Officer had already informed the departmental managers about the research and were informed to cooperate. The managers referred the researcher by first name since most of them were familiar with the researcher. This was because the researcher worked at Hurungwe Rural District Council for a year as part of work related learning.

Following the initial dialog and agreements the researcher went directly to Hurungwe Rural District Council with a list of questions guiding the interview. During the negotiation with the Administration and Human Resources Manager, interviews were scheduled. However there were also postponements due to managers' workloads during the week. The researcher made some personnel arrangements with other managers to meet on week endings for interviews.

### **3.5. Data collection Procedure**

Data was collected through interviews and questionnaires. The procedure followed is explained below.

#### **3.5.1. Process for Semi-structured interviews**

The semi-structured interviews were done by the researcher in November 2016. The Administration and Human Resources Manager provided council board room to be used during interviews and the researcher was escorted by the manager's secretary.

In terms of this research, the interviewees responded convincingly and met the above criteria as they had all worked for the organisation four at list three years. All the four departmental managers and 11 middle managers were interviewed. These four departmental managers were responsible for monitoring and evolution of employees in their respective departments. Non- managerial employees were also interviewed as there were the ones directly affected by Result Based Personnel Performance System.

The interviews were therefore conducted amongst the 40 employees (management and non- managerial employees under the Result Based Personnel Performance System) The four departmental managers who in terms of the Rural District Council Act 29:13 of 1999 have a performance-based contract and directly accountable to the Local Council management. These interviewees therefore, also match the criteria of being currently involved with Result Based Personnel Performance System.

After each interview, informal discussions took place with each of the respondents which allowed them to bring to interview matters they did not feel 'free and safe' to discuss while being recorded, it was felt that this was important especially where the researcher sensed that the recording could have compromised the interviews as well as the value and quality of information being discussed.

The respondents participated freely during interviews in accordance with what was postulated by Rubin et al (1995) that qualitative interviewing should be characterized by being “flexible, iterative and continuous”. Further, the interviews were done in such a manner that the researcher does not overly pre-plan the question. Indeed the guideline questions were prepared, which gave the interviewer to redesign as the research progressed.

In addition to the above, the interview scheduled five open-ended questions but not all of the five questions were asked during each interview. Indeed at times more appropriate questions, not on the schedule were asked.

The researcher summarized on what the responded had said during and at the end of the interview. To try to interpret and understand the meaning given to the information provided by the interviewee. This helped the researcher to have deep understanding of the data provided during the interviews.

### **3.5.2 Questionnaires**

Questionnaires were distributed on the 16<sup>th</sup> of January 2017 at Hurungwe Rural District council Head Office. The researcher agreed on the date with the Administration and Human Resources Manager. Questionnaires were given to the all the departmental managers at Hurungwe Rural District Council. Some were given to non-managerial staff who were directly linked with the implementation of Results Based Personnel Performance System. The respondents responded convincingly all the 40 questionnaires distributed were answered and gave the researcher enough data required. When gathering data, Beng et al (2004) states that when selecting respondents for the collection of data, several criteria should be applied, the respondent should be thoroughly acculturated into institution, meaning the responded must be well versed with the subject matter being examined. Secondly, the respondents should be currently involved in the matter being studied and lastly, the respondent must be able to make time available for the interview.

### **3.6. Data Presentation and Analysis procedure**

Indeed content and contextual analysis was employed in data analysis. Tables and charts were also used to present data. These were the most suitable technique as the objective of the study was to find out and analyse factors affecting success of Result Based Personnel Performance at Hurungwe Rural District Council.. The analysis was also based on established literature which helped the researcher to make comparison on factors affecting success of Result Based Personnel Management System and came up with sound analyzed information avoiding bias and disconcerted data. Data from questionnaires and interviews were arranged into emerging themes for presentation and discussion.

### **3.7. Ethical Considerations**

The researcher wrote a letter to Hurungwe Rural District Council requesting for permission to carry out the study. The researcher was given an approved letter to do the research. The researcher interviewed those who were willing to participate. The researcher informed the respondents that the information they provided will be used for academic purpose only. The researcher assured confidentiality on the personal identities and information provided by the respondents.

### **3.8 Chapter Summary**

This chapter was focused on techniques/methods and tools used in the research process. Indeed this chapter basically explains how the research was conducted and more importantly explores methodology used to unearth factors affecting success of RBPPS at Hurungwe Rural District Council. This study followed both qualitative and quantitative approach. Therefore interviews, documentary review and questionnaires were used for data collection in the study and tables and charts will be used for data presentation. Targeted population were employees at Hurungwe Rural District Council with relevant information needed.

## **CHAPTER 4 FINDINGS AND DATA PRESENTATION AND ANALYSIS**

### **4.0. Introduction**

This part focuses on the presentation and analysis of the data gathered, data was analyzed using tabulations and content analysis. Findings were presented from back ground data to the last research question. The information presented in this chapter was collected at Hurungwe Rural District Council which was used as the case study of the study. The presentation, interpretation and analysis of findings of the study is shown and discussed below

### **4.1. Research Findings**

Research findings were presented below

#### **4.1.1 General Characteristics of the respondents**

The respondents selected in the research were those directly linked in the implementation of Results Based Personnel Performance System at Hurungwe Rural District Council. 40 respondents participated in the research. 37.5% of the respondents were managerial staff and 62.5% were non-managerial staff. 40 questionnaires were distributed to the targeted employees at Hurungwe Rural District Council. This information is presented below in sample population distribution pie chart.

**Figure 4.1 Sample Population Distribution**



#### **4.1.2 Questionnaire response rate**

The table below indicated that the researcher distributed 40 questionnaires and all of them were returned with only two questionnaires which were spoiled. 15 questionnaires were for the managerial staff and all the

questionnaires were answered properly. 25 questionnaires were for operational staff and 23 were answered well and the 2 were spoiled.

Source: primary Data

**Table 4.1 Questionnaire Response Rate**

<b>QUESTIONNAIRE RESPONSE RATE</b>				
<b>Participants</b>	<b>Accessible employees</b>	<b>Fully answered</b>	<b>Spoiled</b>	<b>Response rate %</b>
<b>Managerial staff</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>37,5%</b>
<b>Non-managerial staff</b>	<b>25</b>	<b>23</b>	<b>2</b>	<b>62,5%</b>
<b>TOTAL</b>	<b>40</b>	<b>38</b>	<b>2</b>	<b>100%</b>

### **4.1.3 Interviews**

The researcher scheduled 40 interviews at Hurungwe Rural District Council. 15 interviews were scheduled for the managerial staff together with the Chief Executive Officer and 25 interviews were scheduled for the operational staff who were directly involved in the implementation of Results Based Personnel Performance System. Interviewing employees who were directly linked to RBPPS gave value to the study. Fig 7 below shows the interview schedule distribution

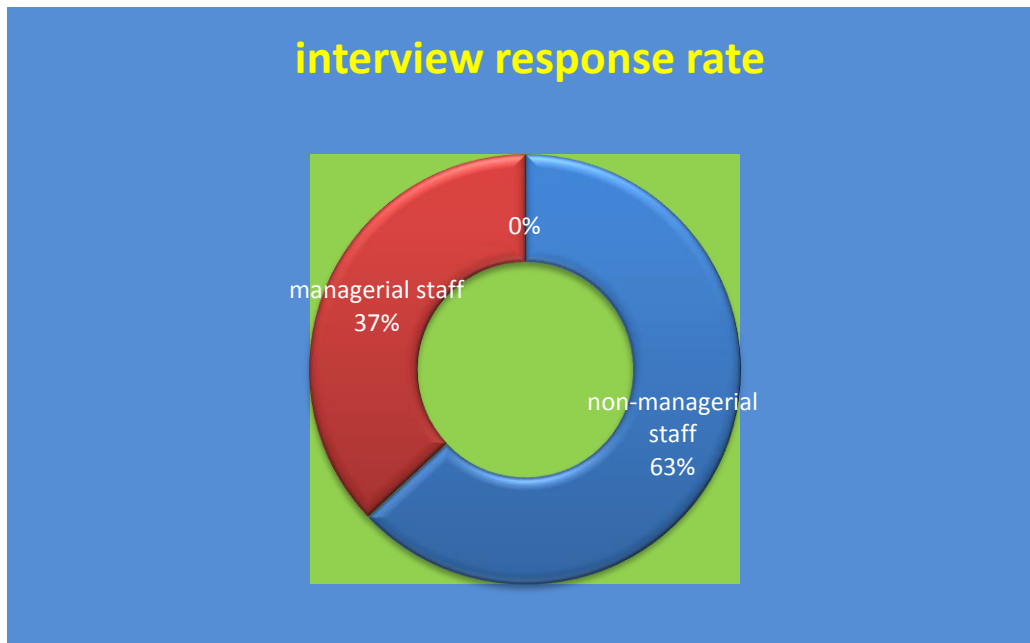
**Figure 4.2 Interview Schedule Distribution**



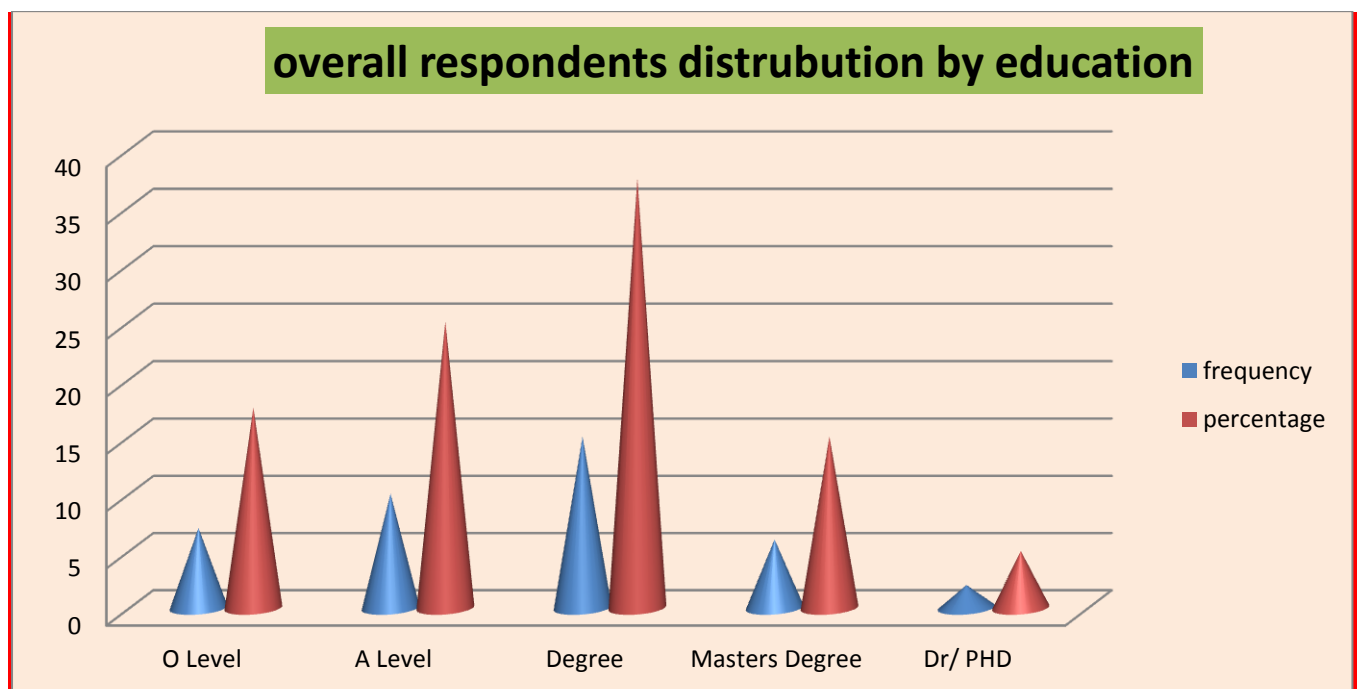
#### 4.1.4 Interviews respond rate

Figure 4.3 below indicated that all the interviewed scheduled were conducted. Both the management and operational staff cooperated and they were willing to give information wanted by the researcher. 15/37% of the interviews conducted were for the managerial staff and 25/63% were for the operational staff giving a total of 100%. Therefore the researcher was able to get the information he needed from HRDC staff without too much complications.

**Figure 4.3 Interview Response Rate**



**Figure 4.4 Overall Respondents Distrubution by Education**

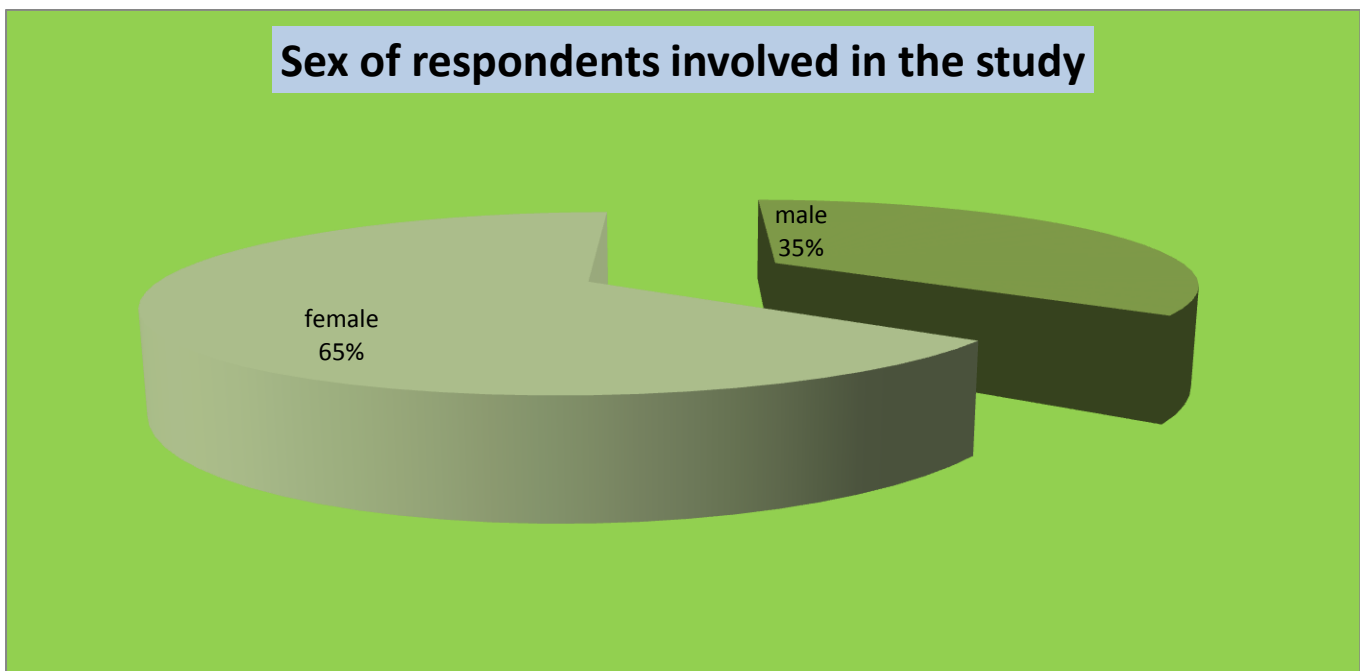


*Source: primary Data*

#### **4.1.5. Overall respondents' distribution by education**

Majority of the participants in this study were people who are qualified enough to have the needed information and knowledge to complete the study. 17.5% of the participants have “O” level as their highest qualification. 25% have “A” level as their highest qualification, 37.5% which is the majority of the participants were degree holders. 15% have master’s degree as their highest qualification and lastly 5% of the respondents were holders of Dr/PHD. Therefore the respondents were eligible to provide the information since most of them were qualified. The information they provided was very meaningful and helpful and it gave value to the study. These respondents were able to understand the main aim of the research and were able to provide the right and relevant information needed by the researcher. Indeed most of the participants appreciate and understand Results Based Personnel Performance System. The bar graph above indicated that most of the participants were degree holders from recognized institutions

**Figure 4.5 Sex of Respondents Involved in the Study**



*Source: primary Data*

Figure 4.5 above shows that the majority of the respondents participated in the study were male since out of 40 employees selected in the study from both management and operational staff 65% were male. 35% were female staff. This shows that the majority of employees at Hurungwe Rural District Council are male. However according to the guidelines on appraisal from Public Service commission, all employees must be appraised fairly despite of their sex. Therefore the imbalance in the number of workers did not disturb the results of the research and also does not affect Results Based Personnel Performance System.

#### **4.2. Result on whether HRDC carry out PPS**

Table 4.2 below indicated the results from the responses on whether Hurungwe Rural District Council carries out Results Based Personnel Performance System. The majority of the participants indicated that the system is being done as 38(95%) of the respondents revealed the same, only 2(5%) disagree with this. This is a clear observation and implication that (RBPPS) is conducted at Hurungwe Rural District Council, thereby justifying the reason for carrying out this research.

**Table 4.2 Results on whether HRDC carry out Personnel Performance System**

Response	Frequency (N)	Percentage %
Yes	38	95%
No	2	5%
Total	40	100%

#### **4.3 Frequency of Performance Appraisal**

*Source. Primary Data*

Table below shows the responses of Hurungwe Rural District Council employees involved in the study on how often do they conduct performance appraisal, out of 40 respondents, 26(65%) revealed that performance appraisal was conducted quarterly, 10(25%) said that appraisal was done annually while 4(10%) reported that it was done monthly. According to these results, majority of employees were appraised quarterly and annually and the very few were appraised monthly. Indeed performance appraisal at Hurungwe Rural District council was being done at different intervals. Therefore this gave the researcher implication that the respondents had experience and knowledge in this system hence convincing enough to provide answers required in the study.

**Table 4.3 Frequency of performance appraisal**

Responses	Frequency	Percentage
After completion of a task/monthly	4	10%
Quarterly	26	65%
Annually	10	25%
<b>Total</b>	<b>40</b>	<b>100%</b>

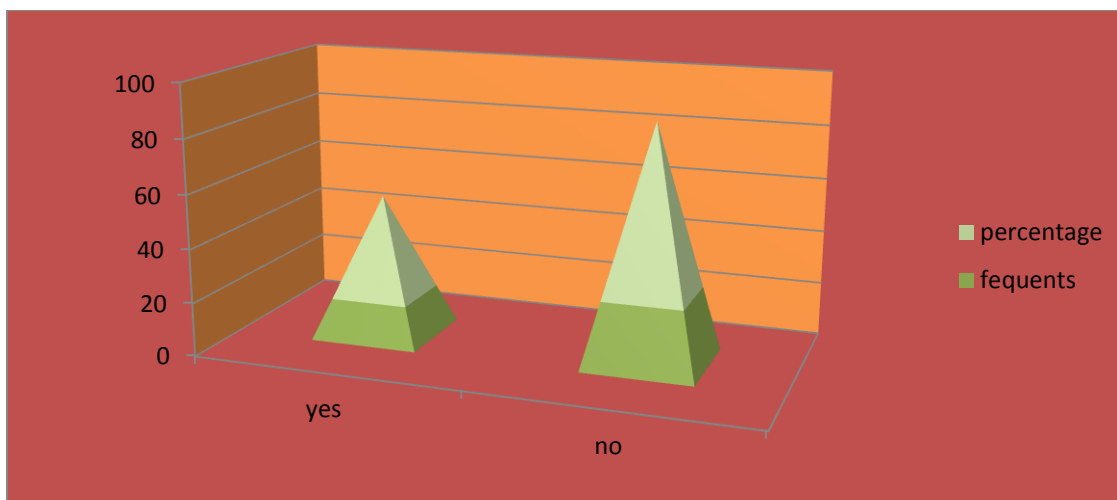


#### **4.4 Employees achieved their 2016 targets**

##### ***Primary data***

The figure 4.6 below indicated employee who managed to achieve their targets in 2016 and those who fail to achieve. 15 (37.5%) managed to achieve their set targets in the year 2016. According to Social Service Minutes of November 2016, the Social Service Department managed to achieve all its set goals and objectives and employees working in the Social Service Department managed to achieve their goals and objectives. However the majority of employees which constitute 25 (62.5% failed to meet their targets in 2016. Therefore one can argue that Hurungwe Rural District Failed to achieve its set targets in the year 2016 which is affecting the implementation of Results Based Personnel Performance Management.

**Figure 4.6. Employees achieved their targets in the year 2016**



#### **4.5. How employees understand RBPPS**

Some non-managerial employees who participated in the study revealed that they were unfamiliar with the Results Based Personnel Performance System. Managers interviewed unanimously agreed that Results Based Personnel Performance System was not well understood or appreciated at Hurungwe Rural District Council to allow its success. The reason behind shortcoming was that council employees had not been given the opportunity to understand the concept of Results Based Personnel Performance System., its advantages and the implementation process. One of the managers interviewed said that, *“RBPPS is a management system adopted by local authorities to improve performance of employees and the organisation, however I do not know how to use the system it is very difficult to implement especially on appraisal. I do not understand its benefit and i do not know what I am supposed to benefit from the system. Actually most employees do not understand the whole process of the RBPPS”*. The response from managers indicated that they totally do not understand RBPPS. The data also indicated that most low level employees were failing to understand the system since its inception in local authorities. One of the operational officer interviewed said that *“RBPPS is not understood at all, if you ask some employees even the management that what is Result*

*Based Personnel Performance System they cannot answer you”*. In the same vein the HRDC Human Resource Manager interviewed indicated that RBPPS has some areas which are not clear especially on how to set organisational goals and objects and on how to measure performance of employees. He further indicated that employees are not able to work according to set goals they just want to do work randomly. However some respondents indicated that they do appreciate the system but there are some areas that need clarification especially on goal and objective setting (Performance Planning)

Lower level employees at Hurungwe Rural District Council said that there are failing to conceptualize RBPPS. According to the interview with Hurungwe Rural District Council Social Services officer stated that *“there are very few employees at Hurungwe Rural District Council who get a service training on RBM and the challenge is that these employees are required to work and implement the system yet they do not know anything*. In deed this was also confirmed by some lower level workers who were left out to participate in the study due to lack of understanding of Results Based Personnel Performance System.

Therefore one can hold the view that Results Based Personnel will never be a success story if employees are not trained on the system. Robbins (2003) noted that as organizations changed their structure, workers need to learn diversity of duties and increase knowledge on organizational culture. In the same vein Berman et al (2010) pointed out that both managerial and non-managerial staff should be trained so as to acquire better understanding on the importance of personnel performance system. Indeed lack of understanding of the system automatically affects the success of personnel performance. According to Karoi Town Council (2016) Appraisal Report most employees in the organisation do not understand concepts of RBPPS and there is need for employees’ service training. Data gathered by the researcher indicated that both management and non-managerial staff at HRDC WERE OR are accountable for the failure of RBPPS. This is supported by Risher (2003) who suggested that poor performance is best seen as predicament in which the management and employees are both accountable.

#### **4.6. Factors affecting success of BPPS at HRDC**

Factors affecting success of Results Based Personnel Performance were presented and discussed below

##### **4.6.1. Availability of Resources**

The majority of respondents interviewed revealed the unavailability of resources as a challenge to implement Results Based Personnel Performance System. The HRDC Administration and Human Resources officer interviewed stated that, *“Shortage of resources is one of the major challenges affecting success of Results Based Performance System and also slow responses to any requested money from the Finance Department”*. The management highlighted that it is difficult to implement RBPPS if there are no resources for employees to perform their duties. The officer interviewed went on to state that council revenue sources are now limited and people are not able to pay development levy living council coffers dry. Some respondents indicated that the availed resources do not tally with council strategic goals and that council

resources are channeled to non-council activities hence affecting council performance. Strategic goals and the budget do not tally at all. It is very difficult to implement RBPPS without adequate resources. The Agriculture and Natural Resources manager stated that the few council resources are channeled to other activities through directives from the line ministry hence constraining council service delivery and employees performance

Findings indicated that as much as council tried to mobilize the resources towards Personnel Performance System, Government was cutting council revenue sources, hence affecting success of RBPPS. The respondent went on to state that *“Inadequate resources is hindering Results BPPS in the year 2016. One cannot perform well when required resources are not provided; you cannot draw water from the stones. It can be argued that shortage of resources significantly mitigating success of Results Based Personnel Performance System at Hurungwe Rural District Council.*

However the issue of resources highlighted by the majority of employees could be also linked to lack of knowledge of Results Based Personnel Performance System particularly on achievement of best results with the available resources. Down (1997) noted that availability of funds as well as management effort and time give a clear reflection of top management support that will ensure effective service delivery. It can be further argued that supplementing little knowledge on the available resource will make RBPPS a success story

Three of the non-managerial staff interviewed highlighted different thoughts. They suggested that the need to ensure the idea of efficiency and effectiveness, in the context of RBPPS where employees has to achieve best results using the budget allocated in spite of the amount. One of the basic principles of Results Based Personnel Performance System is to achieve the best results within the budget that has been provided. This assertion is supported by Artley et al (2001) who suggested the need to demonstrate how one has contributed towards the attainment of results as per set goals and objects regardless of the resources availed. Employees must be innovative and try to improve on their performance basing on their pre-planned objectives than to hide behind unavailability of resources. In the same vein Mayne (1997) noted that key issue regarding Results Based Management is for individual to demonstrate the outcome they have accomplished

#### **4.6.2 Complexity of RBPPS**

Both managerial and operational staff revealed that they found RBPPS cumbersome and difficult to implement, hence affecting its success in the organisation. One of the officers interviewed stated that that RBPPS itself is a headache, it is not user friendly. It is very strenuous especially on filling the Results Based Management form. The respondent went on to say that, even though the system is complex it has to be noted that council goals are difficult to quantify and relate them to the system and that Council goals are very confusing, and they do not tally with the requirements of RBPPS. The information gathered also indicated that the employees at Hurungwe Rural District Council implement the system not because of their will but

because it's a directive from the government. This means that if it was not a directive they could have ignored the system. The responded interviewed said that *"We do implement the system in our organisation because it is a directive from the government not because we understand it. Employees need time to embrace the system"* This complexity of RBPPS led employees to develop a bad attitude towards the system as revealed by one of the participants during interviews.

One can argue that the system is like pie in the sky, council workers were reportedly entering data that they did not understand on RBPP forms due to the complexity of the system as well as lack of appreciation and understanding of the whole concepts of the system. According to Hurungwe Rural Strategic Plan, there is need to develop mechanism and strategies for employees to fully adopt Results Based Personnel Performance System. The data collected reveals that very limited attention and effort is paid to in the implementation of Results Based Personnel System at HRDC, hence affecting the success of the system. In the same vein RBMG (2003) argued that limited knowledge and understanding of Results Based Management, may have introduced an element of exaggeration in the level of complexity of the system.

The findings are also in line with literature from other stakeholders who had similar experience. According to RRDC 2016 appraisal report, Results Based Personnel Performance System proved to be a strenuous and challenging system, employees are failing to understand it. Indeed the complexity of the Results Based Personnel Performance system leads to implementation difficulties and frustration among employees. This system is not user friendly. Therefore one can argue that complexity of Results Based Personnel Performance System is one of the factors affecting the success of the system at Hurungwe Rural District Council.

#### **4.6.3 Communication**

Managers' interview revealed that they were aware of the principles of Results Based Personnel Performance System but there was lack of communication between them and operational staff. From the respondents view managers do not communicate with the employees regularly even during appraisal process employees tend to do things in their own way and sometimes they just do guess work because of lack of guidance Respondents went on to reveal that, there is no two way communication between the management and the employees as a requirement of Personnel Performance System. Managers had a problem of assuming that employees know everything off which that's not the reality, employees need their assistance especially on the system.

Findings from respondents also indicated that managers at Hurungwe Rural Council had a tendency of just delegating duties randomly to lower level employees and because of that it will be difficult for them to measure their own performance. Managers had a problem of just delegating duties which are not on the job

description without proper communication hence affecting already set goals and objectives and reduce the performance of employees.

Indeed most of the respondents appreciated that communication is a basic and important need in Results BPPS as it help in correction of mistakes and monitoring areas that need to be adjusted and developed. This was supported by Tromley (2003) who is of the view that the appraisee can be able to follow-up the resolutions or corrections made by the supervisor to ensure that they are implemented correctly and accordingly. However one can question that, how performance appraisal is done at Hurungwe Rural District Council if there is no communication between the management and operational staff. Armstrong (2006) postulated that communication between the supervisor and employees is a basic need in performance management and it ensures performance improvement. In the same vein the 2015-16 IDP for Hurungwe Rural District Council indicated that they should be continuous communication between the management and operational staff so as to improve organizational performance. Indeed lack of communication between the managerial and non-managerial staff at Hurungwe Rural District Council is mitigating success of Results Based Personnel Performance System.

#### **4.6.4 Organisational Culture**

The most overwhelming theme comes out from the interviews regarding organizational culture was the element of fear. Not only was there a fear of Results Based Personnel Performance System but also the existence of a general culture of fear among Hurungwe Rural District Council employees especially among managers. Respondents indicated that the fear of personnel performance system is a major problem and everyone has a fear of failure. Therefore nobody wants to fail and people are scared that RBPPS could unearth their failure and employees do not like it. Similarly, another manager reported that because of fear, he was unable to freely discuss solutions to the problems. It seems as if all things are being done on mistrust and fear. The respondent stated that *“If u sees a critical decision that is going to affect the organisation you should feel free to say it. But it can only be possible in an environment where everybody can speak freely. However that is not the situation at Hurungwe Rural District Council it is like the hunter and the hunted scenario.*The element of fear is inseparable with the culture of mistrust, especially amongst the managers at Hurungwe Rural District Council. The respondent stated that *“lack of trust amongst the management is a major blow to Results Based Personnel Performance System and eventually poor service delivery”*.

In deed there is high level of mistrust and fear among employees at HRDC. There exists a fear towards Results Based Personnel Performance System which is causing employees not to understand the system at all. The culture of fear among management also impacted on the implementation of Results Based Personnel Performance System. The system require council managers to work together and support each but it seems they do not trust each other hence affecting their performance and mitigating success of Results Based Personnel Performance System,. The major contributing to culture of fear is centralization of power and lack

of consensus at Hurungwe Rural District Council. According to Deal and Kennedy (1982) Culture is characterized by formal rules that spells out how people are to behave most of the time. The major disadvantage of culture of fear and mistrust is those employees will not condescend themselves as part and parcel of the organisation hence affecting their performance. In the same vein Armstrong (2016) postulated that the culture of an organisation affects the way in which employees behave and has to be taken into consideration as a contingency factor in any programme of development organisation.

However, according to Furnham and Gunter (1993), culture develops from the need to maintain effective working relationships among organization members, and this establishes values and expectations. Indeed there are some positive elements of culture that improves performance of individual in an organisation. Furnham and Gunter (1993) further argued that organizational culture offers a shared system of meanings which is a basic for communication and mutual understanding. However that is not the situation at Hurungwe Rural District Council. Culture of fear and mistrust is affecting the performance of individual and organisation as a whole as revealed in the findings above.

#### **4.6.5 Political Environment**

Political environment was revealed as one of the factors affecting Success of Results Based Personnel Performance System at Hurungwe Rural District Council. From the respondents' view politicization of local authorities is the major setback to Results BPPS. Instead of local authorities to focus on service delivery they tend to serve the interest of Political Parties. One of the officers interviewed revealed that HRDC council graders were used to grade roads during 2013 elections campaign in support of political parties. The respondent went on to reveal that even the recruitment for council employees is politicised, it is not based on proper qualifications but on political affiliation.

However some indicated that the top managers are concerned with their self and political interest and pay little attention in the implementation of Results Based Personnel Performance System. The top managers are concerned with their gains and strive to get favors from politicians rather than focusing on council service delivery.

The political environment at Hurungwe Rural District Council is affecting success of Results Based Personnel Performance System. Findings indicated that everything that is done at Hurungwe Rural District is politically driven for the benefit of few individual at the expense of the majority. Council is not focused on service delivery especially during political campaigns, politicians use council resources for their campaigns instead of those resources used for service delivery. Cohen and Wheeler (1999) noted that politicization of Public Service can cause demoralization of the employees and reduce their effectiveness and efficiency. However Wachira (2013) on a different note he suggested that Results Based Management is deemed to be a political process where politicians and civil servants have distinct but complementary roles to play. Indeed by taking the situation at Hurungwe Rural District Council the top management and the

politicians they complement for their personal and political interest not for the good of the community. Therefore one can argue that the organisational goals are not being followed which is affecting success of Results Based Personnel Performance.

#### **4.6.6 Compensation System.**

Compensation system has been pointed out as one of the factor impacted on the success of Results Based Personnel Performance System at Hurungwe Rural District Council. It was revealed that lack of rewards and incentives, in kind or financial was affecting of Personnel Performance System. Findings indicated that some employees appreciated that the organisation may fail to reward those who perform better than others but it should at list pay its employees monthly salaries in time. One of the respondent stated that *“How can we improve our performance if we are not paid in time, sometimes we go for two months without pay? every employee needs to be paid to get motivated and perform his/her work effectively and efficiently”* the respondent went on to state that even the organisation is not able to give financial rewards to its employees, it is good for the management to appreciate and commend the employees for the good work even by words.

It can be argued that the issue of compensation and rewards affect the success of RBPPS. It has to be noted that human resource is very crucial in any organisation therefore employees must be rewarded if they perform well to keep them motivated always. In the same vein Wachira (2013) noted that human management is a key resource to the delivery of results and that giving employees incentives motivate them and improve in their service delivery. However findings indicated that employees at Hurungwe Rural District Council are not being rewarded if they perform well and they are not motivated at work hence affecting the success of Results Based Personnel Performance System. Employees at Hurungwe Rural District Council they need to be appreciated for the good work done sometimes. However the organisation is ignorant to issues of compensation and rewards of employees. Employees are not motivated hence they do not wish to improve their performance. Hence one can hold the view that compensation system at Hurungwe Rural District Council is mitigating success of Results Based Personnel Performance.

#### **4.6.7 Limited involvement of departmental Managers**

It was revealed that there is limited involvement of departmental managers in the implementation of Results Based Personnel Performance. Data from respondents indicated that Departmental managers they are not committed to the system, they rely on lower level employees because they are the ones who do the ground work. The management rarely do monitoring, they assume that everything is in order not knowing that sometimes the operational employees had challenges leading to poor performance

Literature review and data collected indicated that lack of management involvement has affected success of Results Based Personnel Performance System. It has to be noted that management is responsible for

planning, organizing and leading, therefore if they became ignorant to the system it means lower level workers will just do anything they think is best or they just sit and wait for the managers to lead them. There is need for managers to pay attention on Results Based Personnel Performance System to make it a success story. Bester (2012) is of the view that it is important for managers to appreciate the value, be conversant with Results Based Personnel Performance System and fully support the implementation of the system. Indeed if the managers start to be fully committed to the system, organisational and individual performance will boost. Managers need to increase communication with their employees to try and solve areas of difficulties during implementation of the system, to help employees to achieve the set goals and objectives.

However it has to be noted that the management cannot lead the implementation of Results Based Personnel Performance System when they do not fully appreciate the concepts of the system. Bester (2012) noted that training of managers in Results Based Management to upgrade their knowledge and appreciation of the concept can help them to be more supportive. However at Hurungwe Rural District Council all managers received Results Based Management Training but they only lack commitment to it. Therefore lack of commitment by the management is affecting the success of Results Based Personnel Performance System.

#### **4.6.8 Embezzlement of council funds**

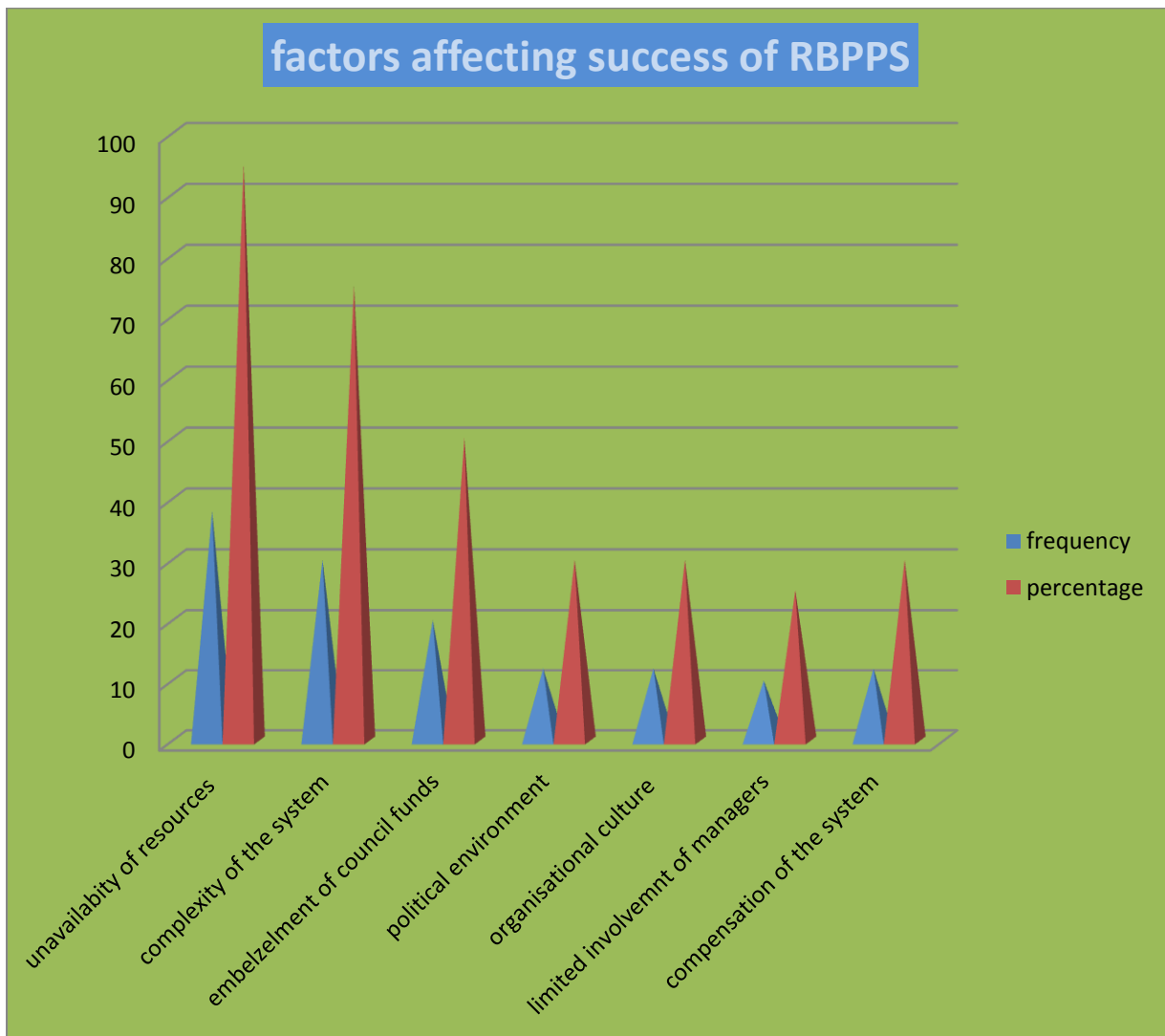
Embezzlement of council funds was highlighted as a major barrier to success of Results Based Personnel System at Hurungwe Rural District Council. From the respondents view some top managers and lower level works that were directly linked to council funds were using the money for their personal gains at the expense of council. Some were called to hearing and lost their job. Some participants revealed that HRDC Finance and Economic Development department always divert the funds meant to benefit other department to non council business hence affecting personnel performance. The respondent went on to state that students on attachment are not given their allowance in time even the Chief Executive Officer approved the payment. This is clear that their money is being taken by someone before giving them. There is no accountability and proper administration of council funds. HRDC Administration and Human Resources manager interviewed said that council is operating without an internal auditor and currently the council treasurer is the one working also as a council auditor and there is no transparency and accountability, council money is prone to abuse.

Findings indicated that there is a lot of embezzlement of funds at Hurungwe Rural District Council. According to Administration and Human Resources Minutes of January 2017 indicated that there were two departmental managers and three lower level works that were charged for embezzlement of council funds and they lost their job. It has to be noted that council has enough resources to sustain Results Based Personnel Performance System but the ones who are provided with the resources they use them for their personal gains at the expense of their work performance. Information from media also indicated that most



local authorities are associated with embezzlement of funds. Therefore one can hold the view that embezzlement of funds is a huge blow to the success of Results Based Personnel Performance at Hurungwe Rural District Council

**Figure 4.7 Factors Affecting Success of RBPPS**



**Primary data**

The graph above indicated factors affecting success of RBPPS at Hurungwe Rural District Council. 95% of the respondents revealed unavailability of resources as the major reason which is mitigating success of RBPPS. Indeed complexity of the system was also the major challenge to RBPPS as this was revealed by 75% of the respondents. 50% Embezzlement of funds was the third highest challenge indicated by the respondents. 30% of the respondents revealed the political environment, compensation system and organisational culture as some of the factors affecting success of RBPPS. 25% of the respondents indicated limited involvement of departmental managers as a factor which is also affecting success of RBPPS.

## **4.7 Other Issues**

### **4.7.1 Applicability RBPPS of at Hurungwe Rural District Council**

Data collected indicated that Results Based Personnel Performance System is applicable at Hurungwe rural District Council. Respondents revealed that given enough resources, training and authority RBPPS is very much applicable and because the organisation is earmarked to produce best possible results thus making Results Based Personnel Performance System very much applicable. However another respondent revealed that the system is not applicable at Hurungwe Rural District Council, citing that council is not capable of following its requirements and it is done on paper not on the ground. Respondent went on to state that *“Results Based Personnel Performance System is not applicable at Hurungwe Rural District Council because experience tells me that council goals are difficult to quantify, the system is complex and employees are failing to comprehend the system”*.

The findings indicated that the employees at Hurungwe Rural District Council have different perception towards RBPPS some see it applicable some regard it as a pie in the sky. One can argue that when Results Based Performance System was introduced at Hurungwe Rural District Council but not all employees were trained about the system. On the other hand some employees lack commitment towards the system and they are ignorant towards the system. According to Hurungwe Rural District Council Administration and Human Resources Minutes of November 2009, half of the employees did not receive training of Results Based Management and there were failing to comprehend the system.

However those who seem to appreciate the system they complained of limited resources to support the system. One can hold the view that few employees who appreciate the system they implement it on paper rather than on the ground. Therefore there is no difference between those who were trained and those who were not trained because both of them do not implement the system accordingly, hence affecting the success of Results Based Personnel Performance System at Hurungwe Rural District Council

### **4.7.2 Recommendations from respondents on factors affecting success of RBPPS.**

Respondents indicated that they wish Results Based Personnel Performance System to be successfully implemented. Various recommendations and solutions were noted by respondents. employees should be trained on Results Based Personnel Performance System so that they will understand the system and implement it properly. Respondents went on to suggest that the management and non-management staff should be committed to the system than to remain ignorant to it. If everyone is committed to the system it will be easy to understand and to implement and that Council should start profit generating project so as to raise money to pay its employees on time and also to raise money for effective service delivery. If

employees are paid they stay motivated and strive to improve their performance. One of the managers suggested that the management should be fully involved in the implementation of the system and assist employees in areas of difficulties. Management involvement in the system will enhance communication with employees. Giving employees opportunity to correct their mistakes and remain committed in achieving their set goals as well as organisational goals and objectives. The manager went on to recommend that Hurungwe Rural District Council should promote culture of oneness among employees. The culture of mistrust among employees must be destroyed. Unity is the best principle for success. If all employees became united Results Based Personnel Performance will be a success story.

Information from respondents' indicated that the majority of employees want Results Based Personnel Performance System to be successful. Most important was the need for service training to comprehend and to understand the concepts of the system. This is supported by Robbins (2003) who noted that as organizations change their structure and policies, workers need to learn diversity of duties and increase knowledge on organizational systems. Therefore Hurungwe Rural District Council should do service training on Results Based Personnel Performance system so that the employees will understand how to implement the system accordingly. The respondents suggested that the management should be involved in the implementation as the major solution to the factors affecting Results Based Personnel Performance System. Managers were blamed for not participating in the system. Murphy and Cleveland (2007) noted that if managers do their role in Results Based Management process effectively, employees will understand the system.. in the same vein Kulvass (2007) noted that it is helpful to train both managerial and non-managerial staff since both are involved in the implementation of Results Based Personnel Performance System. However some employees wanted the system to be abandoned. This indicated that they failed to understand the system totally and they are not committed to it. Indeed they are ignorant to learn and improve their performance and this is affecting service delivery at Hurungwe Rural District Council.

#### **4.8. Chapter Summary**

This chapter encompasses data presentation and analyses. The findings indicated factors affecting success of Results Based Personnel Performance System at Hurungwe Rural District Council. Lack of commitment, unavailability of resources and complexity of the system emerged as the main factors affecting success of the system. Other factors like embezzlement of council funds, level of communication, political environment, level of education and organizational culture were also closely linked to the failure of Results Based Personnel Performance System. The discussion also indicated that Hurungwe Rural District Council failed to meet its 2016 set targets which is a clear indication that the organisation is failing to comprehend RBPPS.

## **CHAPTER 5 CONCLUSION AND RECOMMENDATIONS**

### **5.0. Introduction**

The study was focused on the factors affecting success of RBPPS at Hurungwe Rural District Council. This chapter concludes the whole study from chapter 1 to chapter 5. It also provides recommendations and solutions to the challenges mitigating success of Personnel Performance System at Hurungwe Rural District Council. It also indicated areas for future research.

### **5.1. Summary of the whole study**

This study was done for the purpose of identifying factors affecting success of Results Based Personnel Performance System at Hurungwe Rural District Council. Chapter 1 explained the purpose of the research indicated the main aims and objectives of the study as well as the case study to be used. Chapter 1 also indicated the structure of the study from chapter 1 to chapter 5. Indeed qualitative and quantitative methods were used for gathering data. Limitations and delimitations of the study were also discussed in the first chapter. The following chapter (chapter 2) was focused on literature review.

More so, chapter 2 gives the researcher an appreciation of what has been already done regarding the factors affecting the success of Results Based Personnel Performance System in local authorities in Zimbabwe by examining the works of other researchers. This helped the researcher to identify the gap of knowledge in Results Based Personnel Performance System. Through literature review the researcher was able to identify factors affecting Results Based Personnel Performance in general and the researcher had to link these factors with what was happening at Hurungwe Rural District Council. The literature was used on data analysis and discussion in chapter 4.

Chapter 3 explained the methods used for data collection and the procedures to be followed. The researcher used both qualitative and quantitative methods for data collection. The researcher also indicated the sampling technique to be used. Indeed the researcher used purposive sampling. The targeted group were employees at Hurungwe Rural District Council both management and non-management staff. 40 employees were selected 15 managers and 25 non managerial staff. The respondents were selected based on their involvement in the implementation of Results Based Personnel Performance System. Interview, questionnaires and documentary review were used as instrument for data collection.

Adding on, chapter 4 was focused on the presentation and analysis of the data gathered, data was analyzed using tabulations and themes. Findings were presented from back ground data to the last research question. The information presented in this chapter was collected at Hurungwe Rural District Council. The main aim of chapter four was to unearth factors affecting Results Based Personnel Performance System at Hurungwe Rural District Council. Respondents revealed unavailability of resources, complexity of the system,

organizational culture, compensation system, and communication, involvement of departmental managers in the system, political environment and embezzlement of council funds. These factors were analyzed and discussed linking the findings with the literature review in chapter 2

Finally chapter five concluded the whole research and gave recommendations to the factors affecting success of RBPPS at Hurungwe Rural District Council.

## **5.2. Recommendations to the factors affecting Success of RBPPS at HRDC**

Recommendations on the factors affecting Results Based Personnel Performance were explained below

### **5.2.1 Recommendations on Availability of Resources**

Shortage of resources was identified as one of the factors affecting Results Based Personnel Performance System. However council should try to utilize the available resources and use them effectively and efficiently. Council should engage in profit making business for its sustainability than to rely on Development Levy only since it was authorized by the Government in a circular published in 2016. According to ZIMASSET, local authorities are encouraged to utilize the available resources for effective service delivery. Therefore if local authorities make use of the available resources they will be able to make Results Based Personnel Performance a success story.

### **5.2.2 Recommendations on Complexity of RBPPS**

Employees are failing to comprehend Results Based Personnel System hence difficult to implement. Therefore there is need for intensive training of the system for both the management and non-management staff so that they understand the system. Training makes the system very clear to all employees. Besides training employees at Hurungwe Rural District should be committed to the system because they seem to be ignorant to it. Furthermore, employees at Hurungwe Rural District Council should see the system as something that help them to improve their performance not as something that affect their performance. Therefore if all employees get to understand the system it will be easy to implement it effectively.

### **5.2.3 Recommendations on Communication**

Findings of this study indicated that communication is mitigating success of Results Based Personnel Performance System at Hurungwe Rural District Council. However communication is very crucial and pertinent in Results Based Personnel Performance System especially during appraisal process. There is need for constant communication between the appraisers and the appraisee so as to identify areas that are challenging and try to solve them. This will help to improve performance and to achieve set goals and objectives. This is supported by Tromley (2003) who is of the view that the appraisee can be able to follow-up the resolutions or corrections made by the supervisor to ensure that they are implemented correctly and accordingly. Communication also give confidence to employees they feel to be part and parcel of the

organisation and feel comfortable to participate and to bring new ideas, therefore promoting success of Results Based Personnel Performance System.

#### **5.2.4 Recommendations on Organisational Culture.**

Organisational culture defines the way employees behave and it is important to understand organisational culture especially on how it affects the organisation and how to manage it. Findings of the study indicated that there is high level of mistrust and fear among employees at Hurungwe Rural District Council which is affecting success of Results Based Personnel Performance System. There is need to iron out elements of mistrust and fear among employees and try to develop a culture that represents unity and oneness to counter differences. Organisational culture can develop over a period of time through visionary leaders. Good organisational culture makes it simple for employees to communicate and understand each other. This is supported by Furnham and Gunter (1993) who noted that organisational culture offers a shared system of meanings that is the basis for communication and mutual understanding. Therefore if employees develop a culture of oneness they will be able to work together, assist each other and improve their performance. This will make Results Based Personnel Performance a success story at Hurungwe Rural District Council.

#### **5.2.5 Recommendations Political Environment**

Findings of the study indicates that Hurungwe Rural District Council is politicised which is hindering implementation of Results Based Personnel Performance System. Everything that is done at Hurungwe Rural District Council is politically driven. Cohen and Wheeler (1999) noted that politicization of Public Service can cause demoralization of the employees and reduce their effectiveness. Therefore this culture should be destroyed local authorities should be apolitical and focus on service delivery through implementation of system that promote effective and efficient performance. In the implementation of Results Based Personnel Performance System employees need to focus on achieving the set goal only than to focus on the interest of individual politicians who seek to maximize their gains at the expense of the majority. Therefore local Hurungwe Rural District Council should be apolitical in its activities in order to improve personnel performance system.

#### **5.2.6 Recommendations on Compensation Systems**

Compensation system has been pointed out as one of the factor impacted on Results Based Personnel Performance System. It has to be noted that everyone needs to be appreciated if he/she did well, however Hurungwe Rural District Council is failing to award those who managed to meet their set goal and those who improved in their performance. The Administration and Human Resources department should make mechanism to compensate those who perform well this will motivate employees and they strive to achieve more and more. Compensation should not be something very expensive but just little appreciation of the good work done. Awarding employees also built a good image for the company or organisation many people

would love to work at the organisation. Therefore Hurungwe Rural District Council should compensate employees who performed well so as to make Results Based Personnel Performance a success story.

### **5.2.7 Recommendations on Embezzlement of Council Funds**

Embezzlement of council funds was identified as a major setback to success of Results Based Personnel Performance System. This issue of embezzlement of council funds has become a culture which is very hard to destroy, however council employees should try to be professionals guided by principles of accountability, transparent and honest. Indeed those who are caught should be charged accordingly. The management should not be involved in such cases and they should show their professionalism. It is a total disgrace for a manager to be caught on the wrong side. Therefore those who handle council funds should be accountable and transparent. If council adopt these principles or culture of accountability and transparency Results Based Personnel Performance will be successfully implemented.

### **5.2.8 Recommendations on limited involvement of departmental managers in system**

It was revealed that there is limited involvement of departmental managers in the implementation of Results Based Personnel Performance System. Therefore in order to implement Results Based Personnel Performance successfully the management must be active in the system because they are responsible for planning, organizing, controlling and leading. If employees are monitored they achieve more and if managers are involved in the system they will be able to note challenges and to identify area that need to be developed. Involvement of managers in the system give employees confidence in the system and strive to improve their performance. It also improves mutual understanding between the managers and the employees and employees will be free to communicate with the managers and this will allow effective service delivery.

### **5.3. Recommendation on future research**

Following research findings and analysis of the information under study could open up new possible research areas.

- It was noted that employees who received training on Results Based Personnel Performance System were failing to comprehend the system. Therefore another interesting area for possible research would be to look at the level of awareness regarding Results Based Personnel Performance System in local authorities.
- Also Results Based Management has four different components of which this study was focused on Results Based Personnel Performance System. It will also be interesting for others to look at other Results Based Management Components.

- It was noted that unavailability of resources was affecting success of Results Based Personnel Performance System. Therefore it can be interested to investigate on how council resources are administered.
- Also political environment was revealed as one of the factors affecting success of Results Based Personnel Performance System at Hurungwe Rural District Council. It will be interesting to explore deep on the effects of involvement of politicians in council systems for example policies and projects.

#### **5.4. Chapter Summary**

This chapter concludes the whole study. It provided recommendations and solutions to the challenges mitigating success of Personnel Performance System at Hurungwe Rural District Council. The researcher also explained and gives recommendation on areas for future study or research.



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**Appendix i Questionnaire for Managerial Employees**

**Perception of managerial staff towards factors affecting success Results Based Personnel Performance System at Hurungwe Rural District Council**

**Participant Information**

Please complete Section A and Section B

**Section A (Tick the appropriate choice)**

1. Age: \_\_\_\_\_ years \_\_\_\_\_ months

2. Tenure in the organisation: \_\_\_\_\_ years \_\_\_\_\_ months

3. Tenure in the position: \_\_\_\_\_ years \_\_\_\_\_ months

4. Sex: Male   
Female

5. Qualifications:  
'O' Level, or 'A'+ Certificate or Diploma   
Degree   
M.A/M.B.A.   
PhD

6. Occupation:  
General Manager   
Manager   
Deputy Manager

**Section B Open ended Questions**

- 1) What do you understand by the term Result Based Personnel Performance System?  
.....
- 2) Is it true that operational staff failed to meet their 2016 set targets? If yes or no explain below  
yes.....  
no.....

- 3) What are factors affected success of Result Based Personnel Performance System in your Organisation in the year 2016?  
.....
- 4) Is Result Based Personnel Performance System applicable in your organisation If yes/no explain why?  
yes.....  
no.....
- 5) What are your recommendations/solutions to the factors affected success of Result Based Personnel Performance System in your organisation in the year 2016?.....

*Thank you for your cooperation. I gladly entertain your assistance in my academic research. Your help and knowledge is crucial in my research, it gives value to my work and enhance the quality of the research. Please take note that the information you provided will be used for academic purpose only. I thank you may **GOD BLESS YOU IN EVERYTHING THAT YOU DO.***

**Appendix ii Questionnaire for Non-Managerial Employees**

**Perception of non managerial staff towards factors affecting success Results Based Personnel Performance System at Hurungwe Rural District Council**

**Participant Information**

**Please complete Section A and Section B**

**1. Age:** \_\_\_\_\_ years \_\_\_\_\_ months

**2. Tenure in the organisation:** \_\_\_\_\_ years \_\_\_\_\_ months

**3. Tenure in the position:** \_\_\_\_\_ years \_\_\_\_\_ months

**4. Sex:** Male   
Female

**5. Qualifications:**  
'O' Level   
'A'+ Certificate or Diploma   
Degree   
M.A/M.B.A.   
PhD

**6. Occupation:**  
Officer   
Executive Assistant   
Office Orderly

**Section B Open ended Questions**

- 1) What do you understand by the term Result Based Personnel Performance System?  
.....
- 2) Did you meet your 2016 set targets? If yes or no explain below  
yes.....  
no.....
- 3) What are factors affected success of Result Based Personnel Performance System in your Organisation in the year 2016?  
.....

- 4) Is Result Based Personnel Performance System applicable in your organisation If yes/no explain why?  
 yes.....  
 no.....
- 5) Are managers involved in the implementation of Results Based Personnel Performance? If yes/no explain how?  
 yes.....  
 no.....
- 6) How often do u do Performance appraisal?.....
- 7) What are your recommendations/solutions to the factors affected success of Result Based Personnel Performance System in your organisation in the year 2016?.....

*Thank you for your cooperation. I gladly entertain your assistance in my academic research. Your help and knowledge is crucial in my research, it gives value to my work and enhance the quality of the research. Please take note that the information you provided will be used for academic purpose only. I thank you may **GOD BLESS YOU IN EVERYTHING THAT YOU DO.***



## **Appendix iii Interview Guide for Managerial Employees**

### **Interview Guide**

**Topic: An analysis on the factors affecting Results Based Personnel Performance System in local authorities in Zimbabwe. A case study of Hurungwe Rural District Council**

### **Questions**

- 1) What do you understand by the term RBPPS
- 2) Do operational staff understand RBPPS
- 3) Did manage to meet your 2016 set targets
- 4) What factors affecting success of RBPPS in your organisation
- 5) Is the system applicable in your organisation
- 6) What are your recommendations to the factors affecting success of RBPPS?

## **Appendix iv Interview Guide for Non- Managerial Employees**

### **Interview Guide**

**Topic: An analysis on the factors affecting Results Based Personnel Performance System in local authorities in Zimbabwe. A case study of Hurungwe Rural District Council**

### **Questions**

- 1) What do you understand by the term Results Based Personnel Performance
- 2) Is it true that you failed to meet your 2016 set targets?
- 3) Do managers assist you in implementing RBPPS
- 4) What factors affecting success of Results Based Personnel Performance System in your organisation
- 5) Is the system applicable in your organisation
- 6) What is your recommendation to the factors affecting success of RBPPS