



**THE HUMAN RESOURCES MANAGEMENT (HRM) PRACTICES A PANACEA TO
THE CHALLENGES OF THE MINISTRY FOR HOME AFFAIRS**

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BY

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DECLARATION

I Gamedze Siphon Benedict declare that **THE HUMAN RESOURCES MANAGEMENT (HRM) PRACTICES A PANACEA TO THE CHALLENGES OF THE MINISTRY FOR HOME AFFAIRS**, which I hereby submit for the Masters Degree in Business Administration at the University of South Africa, School of Business Leadership is my own work and that all sources and quotations used have been pointed out and acknowledged by means of references. This dissertation has not previously been submitted by me in any tertiary institution for a degree or any other.

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14th May 2012

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ABSTRACT

As the public sector continues to face competitive challenges from the general public, the need for better service delivery and increased productivity has become extremely important.

Resources are not readily available to a degree they are expected to be yet public scrutiny is increasing every day.

The increased need for optimum service delivery in public sector institutions like the Ministry for Home Affairs has had significant impact on its operations. However, little is known about the challenges faced by the Ministry for Home Affairs regarding the causes of the inefficiency. A range of organizational factors can affect the nature, effectiveness, excellence and novelty of service provision to members of the public.

Therefore, evaluation of human resource management practices is becoming increasingly essential in the Ministry for Home Affairs if it is to mitigate the challenges it faces. These can best be summarized by reference to human resource management practices.

Responding to these pressures, the Ministry for Home Affairs needs to restructure itself in order to facilitate adherence to sound human resource management practices.

Jackson and Schuler (2000) describe human resource as the available talents and energies of people who are available to an organization as the potential contributors to the creation and the realization of the organization's mission, vision, strategy and goals.

As the need for productivity grows and drastic changes in societal needs, it has become important that the public sector is staffed with the "right" people, at the "right" place and at the "right" time (Meehan, Robert. H: 2003). It is imperative that sound management practices should be identified and analyzed in a systematic way. From these analyses a blueprint of a unified set of guidelines is forged.

Efforts to develop sound human resource management practices within the Ministry for Home Affairs are of critical importance if it is to meet public expectations.

In response to these changing external environments and to the pressures from members of the public and constant calls to make it run like a business, reexamining of corporate planning is necessary. This is designed to bring coordination of activities and application of good practices.

The challenge for the human resources department is the development and application of good human resource management practices.

The study will try to decipher as to how the Ministry's human resource management practices affect the range of services available or the mode of delivery of services.

The study then presents an opportunity to the human resources department of the Ministry for Home Affairs to play a bigger and fundamental role of addressing the inefficiencies in this public sector institution. The approach to understanding the organizational factors deterring provision of good service in the Ministry for Home Affairs brings together two areas – human resource management issues on the one hand and models of intervention on the other hand.

James, F. Stoner (2005) citing Max Weber a sociologist developed a theory of bureaucratic management that stressed the need for a strictly defined hierarchy governed by clearly defined regulations and lines of authority. He considered the ideal to be a bureaucracy whose activities and objectives were rationally thought out and whose divisions of labor were explicitly spelled out. He also believed that technical competence should be emphasized and that performance evaluations should be made entirely on the basis of merit.

All these management practices are a far cry in the study undertaken to assess adherence of sound human resource management practices in the Ministry for Home Affairs.

The study has demonstrated the importance of human resource planning in determining the basis for additional staff, staffing levels for enhancing optimum service delivery, the required skills to fulfill the Ministry's obligations, the importance of performance appraisal, and the need for sound recruitment policies that will lead to employment of qualified staff, best selection methods that are free from graft and corruption manipulation and finally promotions as a means to improve morale.

It is patently clear that the Ministry for Home Affairs should have effective organizational policies, procedures and guidelines in place in order to address the shortfall in all its service centers.

The research methodologies used was sufficient to help conclude many aspects of operations of the Ministry for Home Affairs. In some cases available data was inappropriate for quantitative analysis and as such the qualitative technique was usable. The Statistical Package for Social Sciences (SPSS) was used to analyze and interpret the data.

The findings of this study have revealed that employees need to be recruited and selected, trained and placed in a way that will facilitate them to utilize their skills and abilities. Inadequate attention to these lead to a situation in which the various departments within the Ministry for Home Affairs are overloaded with work resulting in under performance.

It is observable that these problems continue to affect the Ministry for Home Affairs, as they become more severe, so there is a realization that we need better systems for controlling the output.

It is apparent in all the departments that there are significant structural and operational problems in the Ministry for Home Affairs. It is also evident that these structural problems hamper information flow up and down the executive echelons thus reducing commitment from the employees to deliver. Monitoring and evaluation through performance appraisals, education and training remains weakly developed and a consequence of this is quality and effectiveness of service being unclear.

The analysis and conclusions of this study are described in chapters five and six respectively. The overall conclusion of this study is that human resource management practices has been viewed to be correlated with effective and efficient service delivery when observed across the Ministry for Home Affairs. The study has revealed that a competitive advantage can be gained by any organization through sound human resources management practices (HRM).

This study only used one source, the employees of the Ministry for Home Affairs, and one method, surveys, to address the research questions. The major limitation that comes with such is that there could be biasness in this single-source, single method approach. It is then recommended that a government-wide study be undertaken, interviews and surveys be conducted to members of the public. It is also recommended that The Ministry for Home Affairs develops staffing schedules and recruit enough personnel to ensure that there is adequate staff available in the Ministry at all times to avoid inefficiencies brought about by insufficient staff. It should also make new compensation structures to retain skilled staff.

CHAPTER ONE

1 BACKGROUND TO THE STUDY

1.1 INTRODUCTION

The most important challenge for the public sector is adherence to the best practices and devising the best model of recruiting and retaining competent and capable employees who would carry the mandate of the organization.

Human Resource Management (HRM) practice both in the private and public sector is an important strategic tool used by organizations for creating and retaining competitive advantage. Organizations have started to recognize that a competitive advantage can be gained through human resources. As this realization occurs, research on organizational commitment on good service delivery has gained importance too.

Access to adequate and affordable basic services is fundamental to the achievement of a socially cohesive and all inclusive community. Linkage research has established a connection between service climate and customer satisfaction. The theoretical framework draws on the service climate research by arguing that when organizations foster a climate that rewards employees for their attention to customer service, customers will be more satisfied and more likely to return to the organization. In particular, attention is drawn on service climate theory that suggests that when employees perceive their organization as demonstrating concern for both employees and customers, employees are more likely to provide quality service to customers. This theoretical model also draws on strategic human management theory by arguing that effective management policies and practices will enhance firm performance. Strategic human management theory proposes that if an organization successfully uses its HRM practices to generate a climate for service, then those contributions will enhance that organization's competitive advantage (Annette Towler et al: 2011).

The Ministry for Home Affairs is no exception as it is called upon to provide excellent service with the personnel it has. The major driving force of organizations today is its people, the human capital. Effective Human Resources Management (HRM) is a strategic component that will enhance service delivery in the Ministry for Home Affairs.

Other studies of human resource practices, according to MacDuffie (1995) cited by (Mahmood Majid Mahomed: 2004) examined “bundles” of human resource practices and their relationship with organization performance. He reported that bundles of human resource practices, including staffing, training, compensation, and performance management practices were positively related to organization performance.

According to David P. Lepak and Jason D. Shaw (2008) citing Pfeffer (1995) states that perhaps the most well known universalistic perspective based on a review of what successful companies do with regard to HRM practices, is certain practices are more universally effective than others, including employment security, selectivity in recruiting, high wages, incentive pay, employee ownership, information sharing, participation and empowerment, self-managed teams, training and skill development, cross-utilization and cross-training, symbolic equalitarianism, wage compression and finally promotion from within.

James A.F.Stoner et al (1995:376) define Human Resources Management (HRM) as a management function in which managers’ recruit, select, train and develop organization members. Thus recruitment, selection, training and development should be properly managed so that an organization does not run the risk of not meeting its personnel requirements and consequently affecting the execution of the overall goals and objectives of the organization.

The HR function ensures the availability of the right number of people with the right skills as well as the processes to ensure that people display the behavioral imperatives of the particular strategy. The HRM function achieves this through appropriate management of HR activities such as job analysis, job design, recruitment, selection, orientation of staff, training and development, performance management, compensation and rewards and the labor relations system including the grievance procedure and disciplinary code and procedure (Armstrong, M. 2000:327).

An analysis, evaluation and impact of human resources management practices in the Ministry for Home Affairs in terms of service delivery remain pathetic.

Recent reviews of the field of strategic human resource management (strategic HRM) provide evidence that a positive relationship exists between the use of high commitment HR practices and firm performance. Despite the growing volume of co relational research supporting this relationship, scholars need to explore mediators to further clarify how high commitment HR practices lead to higher firm performance. (Combs, Liu, Hall and Ketchen, 2006). It is in light of

these developments in the field of Human Resources Management that a critical analysis of the operations of Ministry for Home Affairs is vital.

The vision of the Ministry for Home Affairs is to provide quality service pertaining to immigration related activities and national identity cards. Its values are to serve the nation, be patriotic, professional and integrity while working towards the elimination of corruption within its centers country-wide.

The Ministry for Home Affairs is one of the biggest with a staff complement of about 2000 employees countrywide. Its core functions include issuing of passports to deserving citizens, border control and management, citizenship processing, residents and work permits issuance. Per day about 2500 members of the public line up for the various services at the different centers around the country. The Ministry's service centers are notorious for long winding queues of all types of people seeking various documents such as work permits, travel documents, passports, identity cards etc.

The ratio between the staff and members of the public is generally high which result in long queues and staff working overtime in some cases.

Good service delivery in both public and private sectors is fundamental as it is a consequence of maintaining a constant supply of skilled human capital. If Human Resources Management is not clearly defined and given priority it deserves in the Ministry for Home Affairs it will lead to the incompetence which leads to inefficiency. An effective and comprehensive Human Resources Management process will inevitably result in effective, decentralized and synchronized service delivery and ensuring that all service centers attain maximum capacity and thus delivering as per public expectations. The choice of human resource practices in any sector can either motivate or demotivate employees. To affect employee motivation and behaviors positively, therefore, organizations should select a system that encourages these preferred employee behaviors (Khilji and Wang, 2006, Walton, 1985).

1.2 Problem Statement

Formalized integrated human resource management practices are a relatively new phenomenon in the Ministry for Home Affairs. Demand for a better service is increasing every day to a degree never witnessed before. Resources are waning and public scrutiny is increasing. Responding to

the pressure, the Ministry for Home Affairs needs to restructure and incorporate human resource management issues if it is to meet public demands.

The Ministry for Home Affairs's portfolio responsibility is to provide basic services such as identity cards and immigration related documents to members of the public but has over the years failed to meet public expectations ostensibly due to human capacity and competency. As a result of this, the Ministry for Home Affairs is faced with a major challenge of keeping pace with public expectations whilst at the same time providing efficient and effective services to the public.

Human resources management is that part of the process of management that is concerned with the maintenance of human relationships and ensuring the physical well-being of employees so that they give the maximum contribution to efficient working (Appleby, C. Robert, (1991)

In a number of instances an organization that does not plan for human resources may find it difficult to meet its personnel obligations and consequently fail to meet its overall goals efficiently and effectively. Without effective human resource management, the Ministry for Home Affairs would find it hard to provide the required services to the people.

The structural set up in the Ministry brings about challenges in the quality of service delivery. The decentralized business model ought to carefully streamline the processes of dealing with customers. (Rajendran Moodley, (2010) pointed out that one particular problem of decentralization was ensuring that affected divisions adopt the target goals of the organization.

An effective human resource management process is one that will help in determining which of the key elements of this process need strengthening and those do not.

From the foregoing, it is imperative that we aim for a better understanding of the effectiveness and impact of Human Resource Management Practices with a view of making improvements to operations in the Ministry for Home Affairs. The challenge is whether there is sufficient organizational capacity and competency to meet with the needs of the population and to provide the required services. If not, what is the Ministry for Home Affairs doing to alleviate this state of affairs?

In light of these challenges set above, the study is intended to recommend effective human resources management practices which may prepare the Ministry for Home Affairs with the requisite skills and training for effective service delivery.

1.3 Research objectives

- To determine the effects of performance appraisal in service delivery
- To establish if there is enough human capacity and competencies and whether they play any role in service delivery
- To examine the recruitment and selection procedures in the Ministry for Home Affairs
- To recommend strategies of improving service delivery through adherence to sound Human Resources Management (HRM) practices.

1.4 Limitations of the study

The limitation of the study is that it may be difficult to obtain an adequate response on the questionnaires. Another limitation is using the same method which may prompt biasness. Research has suggested, however, that common method bias can be accessed through various statistical techniques (Podsakoff et al, 2003). Another major limitation of this study is the use of a small sample size which may compromise generalization, but however, because no such undertaking had been done previously it will help give an insight into what exactly are the challenges in terms of human resource management practices that affect service delivery in the Ministry for Home Affairs.

1.5 Purpose of the study

Under normal circumstances every organization should have an effective organizational policies, procedures and guidelines in place for operational practices. The study will interrogate if these element do exist in the Ministry for Home Affairs.

The aim of this study is to establish the impact of the human resources practices in the delivery of services to members of the public by the Ministry for Home Affairs.

The study will further interrogate whether the various portfolios under the Ministry for Home Affairs do follow laid down procedures of recruitment and selection, training and development.

This then means that the study will look into the internal factors such as the current and future skills needs (human resource planning), developing a pool of job candidates in line with the human resource plan (recruitment), interviewing and screening of candidates for selection and

hiring (selection), help the selected individuals fit in the organization (socialization), increase employee's abilities to contribute to organizational effectiveness, compare an individual's job performance standards or objectives developed for the individual's position (performance appraisal) and reflecting an employee's value to the organization (promotion and transfers), (James, A.F. Stoner, Edwards, R. Freeman and Daniel, R. Gilbert, 1995:376).

This study will bring an understanding of the human resources management practices that need to be continued on one hand and those that need models of interventions on the other hand.

In response to the intervention strategies that would be developed in this study, it is hoped that the Ministry for Home Affairs will be better equipped to deal with any situation in its quest for optimum service excellence.

Despite government's intervention in many areas which provide services to the people, no research has been undertaken to ascertain the fundamental problems of these inefficiencies, which means that the Ministry for Home Affairs is lagging behind. As no empirical research exists with regard to human resources management practices in the public sector in Swaziland, this study aims to contribute important knowledge in this area. It will enable Government to overcome barriers in this regard, and to successfully implement these practices in their Ministries.

CHAPTER 2

2 PROBLEM ANALYSIS AND THEORETICAL CONSIDERATIONS

2.1 Introduction

The problem analysis and theory considerations provides a more extensive background for the following chapters and reviews the range of core theoretical foundations, concepts, characteristics, theories, approaches and classifications necessary to understand and evaluate recruitment practices and policies in the public service.

As the objectives form the foundation of the research, it is clear that there is a need to unravel the third level complexity surrounding the operations of the Ministry for Home Affairs. Models and theories provided a deeper understanding of these complexities.

The problem review has also suggested that there is a need for structural changes in the way the Ministry for Home affairs conducts its business.

There are numerous of models which those at strategic level can use to develop their understanding of how the world works and assist them in understanding and diagnosing the complex organizational issues requiring their attention everyday and for the successful implementation of their strategies.

2.2 Strategic Leadership: A key driver to Strategy Implementation

The role of leadership in any organization is to bring strategic direction on the course that should be undertaken. The capabilities of effective strategic leadership include the ability to think strategically, to be emotionally intelligent, to be able to use a range of behaviors and select the right behavior for the situation, to be able to utilize transformational or visionary leadership in addition to transactional or managerial leadership (Trevor Amos;2006).

The persistent emphasis on good governance particularly in the public sector as well as increased internal audit presents some demanding challenges in the human resources department which the leadership in the Ministry ought to solve. This depicts a more unpredictable situation as even the numerous decentralized operations have to meet public expectations. The task of the leadership in the Ministry for Home Affairs is fairly simple, but to chart a course of action to achieving the desired goals. That being the case, all is not lost as (Trevor Amos,2006) continues to state that the tasks of effective strategic leaders in implementing strategy include setting organizational

direction to engender commitment, ensuring appropriate leadership at all management levels within the organization to drive strategy implementation, staffing the organization and developing social capital, building and utilizing core capabilities, organizational alignment, creating an organizational culture supportive of the strategy, and leading change.

Mental Cognitive Activities of the Strategic Reasoning Process

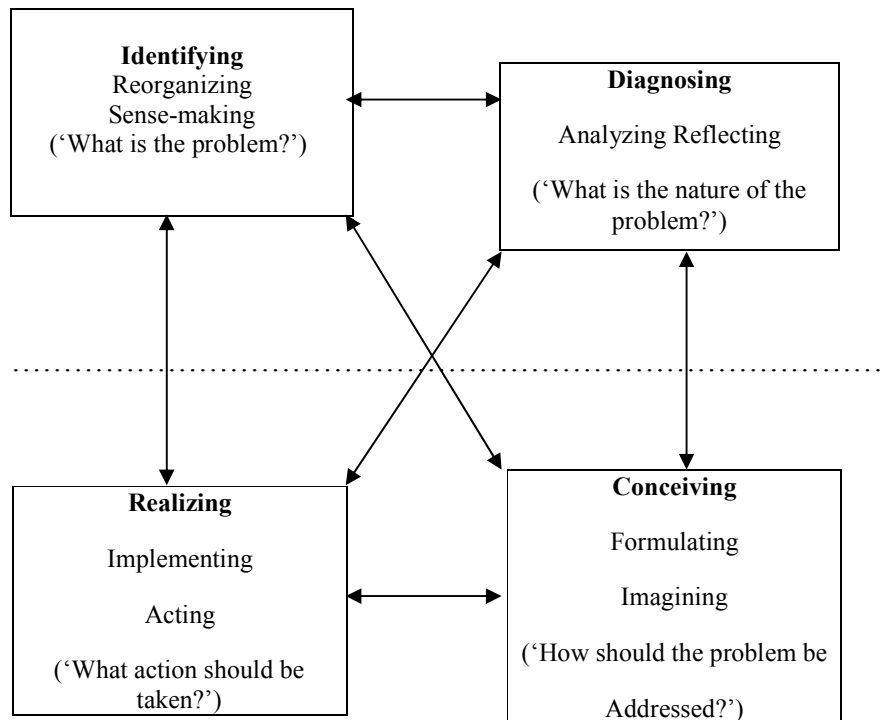


Figure 5 Mental or cognitive activities of the strategic reasoning process (De Wit and Meyer, 2004)

For a better understanding of the complexity underlying operations in the Ministry for Home Affairs, it is prudent for the leadership to engage in a reasoning process by utilizing the complex mental processes highlighted in **Figure 5** above.

This process starts by leadership identifying that there exist a problem and would inevitably ask “what is the problem?”. Starting a process of reengineering and reorganization is critical at this stage.

Diagnosing and reflecting of the problem entail asking a critical question as to “what is the nature of the problem?”. This is fundamental as it guides leadership to recognize the nature of the problem so as to apply the correct perspectives to bring a better solution to the problem.

(De Wit and Meyer, 2004) cited by Louw and Venter, (2006) states that models reflect our beliefs, guide our senses, and provide an interpretive filter of the importance of issues and the cause and effect relationships between them and direct behavior and Senge (1990) on the other hand argues that we need to work with mental models, starting with ‘turning the mirror inward; learning to unearth our internal pictures of the world, to bring them to the surface and hold them rigorously to scrutiny’ and further points out that: ‘One thing all managers know is that many of the best ideas never get put into practice. Brilliant strategies fail to get translated into action. That is why the discipline of managing mental models – surfacing, testing, and improving our internal pictures of how the world works – promises to be a major breakthrough ...’

2.3 Open System Model

Management of organizations has to constantly rethink of new strategies, and this reexamination comes out as a result of forces and pressures that are external to organizations. The Ministry for Home Affairs is not immune from these external factors. Managers play a prominent role in organizations including making a wide variety of technical and strategic decisions that may impact on the performance of organizations. Very simply, strategic leadership is about leading entire organizations. It is about understanding entire organizations and the environments within which they operate and using this understanding to create strategic change through other people so as to position organizations in the environment for both short-term stability and long-term viability. (Louw and Venter, 2006).

To address the impact of the human resource management practices in the Ministry for Home Affairs, the management has to consider inputs, in this case the skilled labor force as they will enter the system.

These are transformed into products and services and which are sent back as output to the public.

Figure 6 provides a model that illustrates the relationship between elements that are outside the organization but are relevant to its operations.

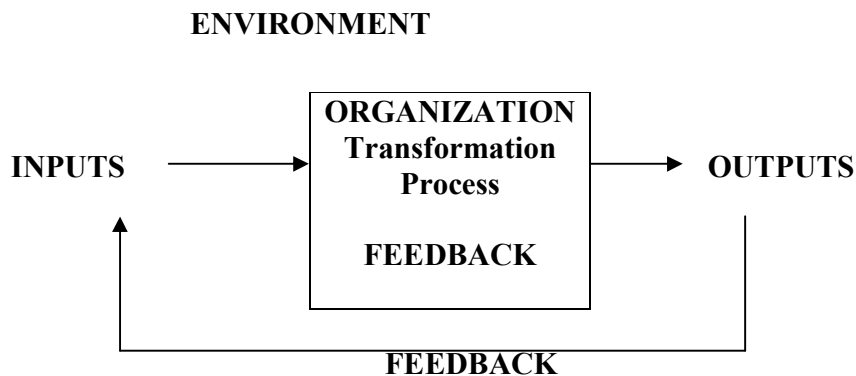


Figure 6 Open System Model: Adapted from Harrison (1987)

The organization, represented by the square, takes in inputs (raw materials) from the environment and converts them into need satisfying goods and services to be absorbed by society through the market system. The internal context of organizations consists of several interdependent subsystems such as the technical, psychosocial, structural, and managerial as well as a goals and values subsystem (Smither, Houston and McIntire, 1996). The technical subsystem constitutes the tasks that are necessary to produce the goods and services (outputs) and include the machinery, facilities and information required to complete the tasks. The psychosocial subsystem refers to the people component of the organization and includes variables such as perceptions, motivation, attitudes, group dynamics, communication and interpersonal relations. No organization can exist without people, irrespective of its size (Trevor Amos, 2006)

2.4 Classical Organizational Theory

Effective strategic leadership requires the leader to have a range of behaviors and the wisdom to select the right behavior for the situation. Competent people are critical to all organizations as they offer different types of skill, attitudes and behaviors. The Classical Organizational Theory brought a deeper understanding on the complex nature of organizations. The behavioral imperatives for innovation include behaviors such as ‘experimentation, risk taking, accepting failure as normal, project management and team work ... that lead to the birth of new ideas as well as behaviors that lead to developing new ideas into usable products or services that can be delivered to the market in a timely manner’ (Jackson and Schuler, 2003).

The proponents of the classical organizational theory wanted to identify principles and skills that underlie effective management. This model emphasized the role of administrative management and concluded that all activities (eg, technical, commercial, financial, security, and managerial) that occur in organizations are interdependent and that it is the role of management to ensure that all activities are working smoothly to achieve the objectives of the organization. Sound management falls into certain patterns that can be identified and analyzed (Stoner, James. A.F, 1995).

This model has practical sense in the Ministry for Home Affairs in that it helps to ensure a clear division of labor, hierarchy of authority, a formal selection process free from graft and corruption manipulation, grooming of career managers who will transform the Ministry and formal rules regarding the conduct of officials in their lines of duty.

A clear and logical application of the classical organizational model is an answer to the non compliance to set down guidelines on transfers, selection and training of staff.

2.5 Leadership Development Theory

Transformational leadership has been found to produce improved employee outcomes in many different types of organizations (Louw and Venter, 2006) and consists of what Trevor Amos, (2006) citing Bass and Avolio (1994) call the four I's: idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. (Danie Maritz, 2006) argue that for leaders to become more competitive and effective, they need to be successful in developing the behavior and characteristics of transformational leadership.

To enforce sound human resource management practices requires the leader to have a range of behaviors and leadership styles and will insist on adherence to these important practices.

The leadership development theory is cross-cutting and essential in all levels of the Ministry for Home Affairs because of the likely impact it would make delivery of service to the public.

This theory puts more emphasis on transformational leadership as a skill just like any other because management in the process of ensuring observance to universal human resource management practices would need that technical competence to guarantee that performance, evaluations, recruitment and selection, training and development and promotions are done entirely on the bases of merit.

This leadership development theory identifies seven leadership styles and classifies them as either transactional or transformational leadership (Trevor, Amos, 2006).

Transactional factors include contingent reward and management-by-exception. Contingent reward (CR) is an active and effective component of leadership as it is where the leader compensates or rewards a subordinate appropriately for meeting agreed-upon objectives. Management-by-exception passive (MBE-P) occurs where leaders react and intervene in the work of subordinates only once mistakes occur or when standards are not met. Management-by-exception active (MBE-A) occurs where the leader actively monitors and seeks out deviations and mistakes in the work of subordinates in an attempt to avoid mistakes. The leader will intervene personally to take corrective action. This approach tends to generate tension and fear. Management by- exception active is more active and more effective than management-by-exception passive. Bass and Avolio (1994) also point to laissez faire (LF) which is an absence of leadership. It is a leadership behavior that is both passive and ineffective as the leader remains uninvolved and avoids leading.

2.6 Conclusion

Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as an initiation of structure, and as many combinations of this definition. (Bass, in Vecchio, 1997).

What is of utmost importance in the Ministry for Home Affairs is success and timely delivery of service to the people, having the right people in the right place at the right time, and is to ensure clarity of purpose and then ensuring that the Ministry has resources to live to its expectations. It is also critical to note that transformation in the Ministry for Home Affairs is also a human resource one which should put emphasis on harnessing the employee's talents, build a team and keep it together focused and motivated to deliver to public expectations. These management theories and models help influence leadership to inspire their subordinates to move in a certain direction.

CHAPTER 3

3 LITERATURE REVIEW

3.1 Introduction

Previous researches have suggested that it is important to identify human resource practices that stimulate a service climate, which then in turn drives important business outcomes (Schneider et al, 2005).

Competent people are critical to all organizations, but different strategies require different numbers and types of employees with different types of skills, attitudes and behaviors as well as different types of Human Resource Management (HRM) systems and processes (Amos, Trevor: 2004).

James, F. Stoner, Freeman, R. Edward and Gilbert, R. Daniel (1995) on the other hand regard traditional human resource management process as a function that deals with human resource planning, recruitment and selection, training and development, socialization, performance appraisal and promotions. They further suggest processes that are involved in a sound human resource management process as illustrated in **FIGURE 1**.

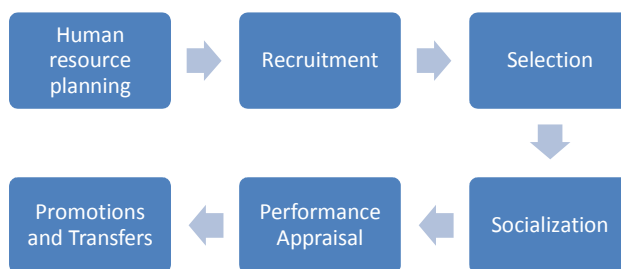


Figure 1- The HRM process in Organizations (Stoner James A.F et al (1995)

Improving the quality of service is one major goal of the human resources effort of the Ministry of Home Affairs. Therefore, it calls for the Ministry for Home Affairs to recognize that there exist a relationship between high quality service provided and the quality of employees. This speaks to the human resources management processes which should then look into the internal resources and capabilities of the Ministry for Home Affairs as organizations always strive to be the “best” and their relentless pursuit of excellence, in products and services within a futuristic perspective. Prahalad & Hamel (1994) state that any organization that cannot imagine the future, it will not be around to enjoy it. These visionary organizations continuously reinvent themselves through ongoing research and development, creativity and innovation, and thus ensure their superiority through both strategic and operational excellence. Satisfying customers is a relentless pursuit, and underpinning this quest is the value they place in their employees (Abdool Majid Mahomed, 2004).

The resource-based view of the firm is employed as the guiding theoretical framework in which to examine the relationships of human capital and social capital with performance (Christopher M. Harris, 2009).

The resource based view as elaborated by Amos, Trevor (2004) states that this framework focuses on the properties of individual resources that an organization may possess and its linkage with the strategy formulation of organizations. Wernerfelt (1984) also argued that an effective strategy involves a balance between the use of existing resources and the development of new resources.

A number of studies have focused on human resource management practices as facilitating service climate through showing a concern for employees and for customers. Organizations can express their concerns for their employees by successfully putting into practice sound human resource practices and policies, such as reward systems and human resource development programs that motivate employees to provide quality service to customers.

It then follows that the important resources for any organization are the human capital that is the people who work and drive the organization to success. It is then logical that the human resources management process of the Ministry for Home Affairs should be concerned by human

resources planning, recruitment and selection, training and development, performance appraisal and promotion.

According to P.A. Grobler and H. Diedericks (2009) success can no longer be measured alone by the amount of money a company has. The talent it possesses in the form of its employees' skills and competencies, leading to organizational capability, have become the key to success in today's highly competitive business environment. The fact is, the only thing that differentiates companies are its people- the equipments, the buildings are all the same, it is the people who make the difference- effective management of human resources becomes an issue for everyone (James, F. Stoner, Freeman, R. Edward and Gilbert, R. Daniel,1995).

From the foregoing, it is then clear that the Ministry for Home Affairs needs to seriously consider the capabilities and competencies of its staff if it is to deliver as per public expectations. In all the HR processes outlined above, there arise a need for the Ministry for Home Affairs to put in place sound policies the object being to create and maintain a level of morale which invokes the full contribution of all of all employees in ensuring that the organization operates at maximum efficiency (Robert C. Appleby,1991).

However, the people component needs to be managed as an integrated whole to enable a company to obtain and maintain its competitive advantage and all practices need to be synchronized (P.A. Grobler and H. Diedericks: 2009).

3.2 Human resource planning

The Ministry for Home Affairs will have to determine if there is adequate organizational capacity to meet the needs and provide the required services. The Ministry will once more consider whether there is technical capacity within the ministry to carry out its defined roles. This then means that there has to be a degree of professionalism in service delivery rather than the obtaining situation.

Human resource planning is fundamental as an organization seeks to maintain and improve its ability to achieve corporate objectives by developing strategies which are designed to increase the present and future manpower. This is the starting point whereby the various departments within the Ministry for Home Affairs would be expected to identify the present and future needs of their personnel taking into account the obtaining situation.

However, Robert C. Appleby (1991) contends that there is great difficulty in forecasting future demand because of the changes in the areas of technology where there are changes in materials, technical systems and methods of power, the economy where there is consideration of markets and capital formation, the social aspect where there is consideration on population trends, education and population mobility and finally political where there changes in industrial relations.

Advantages of human resource planning may be that the right number of staff is recruited at each level in the hierarchy and the staffing requirements can be better balanced and movement of staff made easier to live up to the expectations of the public.

As businesses face increasing competitive challenges, the need to increase productivity becomes ever more important. It has become cliché to say that a business needs the “right” people, in the “right” place, at the “right” time- although that is critical to strategy. Staffing considerations are becoming more important because human resource costs are commanding larger portions of an organization’s financial resources. These costs not only include salaries and wages paid to employees but also the costs of recruiting, hiring and training employees. Thus the need for human resource planning has become an ever more important aspect of the business planning process (Meehan. R. Roberts and Ahmed, S. Basheer: 1990).

(Walker. W. James: 1990) states that planning for human resources is more important than ever as competitive advantage is sought through superior service, quality, lower costs and organizational effectiveness. He stressed that with increased emphasis on productivity, quality and service, executives now recognize that attention to the financial and technological side of business must be balanced by attention paid to planning for human resources.

Human resource planning plays an important role in enabling organizations to provide quality service to customers.

Human resource planning is concerned with determining the supply and demand for talent. For the talent-management process to work effectively, it is essential that companies make some kind of commitment regarding how they value the talent they have (Grobler, P.A. and Diedericks, H: 2009).

Human resource planning remains critical in organizations as it helps in identifying human resource needs and also takes care of the future economic environment. As more and more people demand better service from this public institution there could be a demand for more

employees for the efficient operation of the Ministry. This therefore, means that the Ministry of Home Affairs would need to plan for the future by deciding how many people with what skills and capabilities it would need, planning for recruitment of more employees in cases of shortfalls and also plan for the development of employees in instances of shortages of skilled labor.

As Walker James (1990) wrote, companies are shifting attention from long-range strategic planning to shorter range, more operational planning. The reasons cited stem from the changing conditions that gave rise to the need for strategic planning; rapid change and uncertainty, and decentralization, pressing near term business challenges-immediately evident threats and opportunities and constraints on management time and resources resulting from leaner staffing and budgets.

It is therefore imperative that the Ministry for Home Affairs ensures that it has adequate organizational capacity to meet the needs and provide the required services to the public.

The Ministry for Home Affairs must then be able to recruit and retain manpower of the type and caliber it requires for efficient and effective delivery of services to the public.

3.3 Recruitment

Recruitment is responsible for getting the right personnel, with proper skills, in the right place and at the right time. Such is imperative if an organization is to live up to the challenge.

Wright, Dunford & Snell research in 2001 cited in by (P.A. Grobler & H. Diedericks, 2009) stated that competencies are not static, however, and companies need to continually develop new capabilities and competencies as the environment within which they operate changes. Such capabilities have been referred to as dynamic capabilities.

Before employees can be recruited, recruiters must have some clear ideas regarding the activities and responsibilities required in the job being filled (James, F. Stoner, Freeman, R. Edward and Gilbert, R. Daniel (1995).

The recruitment procedure is such that the Headquarters is responsible for hiring staff even for the satellite offices countrywide. Recruitment is particularly concerned with job description, hiring specifications and position description (James, F. Stoner, Freeman, R. Edward and Gilbert,

R. Daniel (1995). This will set the tone on the caliber of personnel necessary to carry out a given task in the Ministry for Home Affairs.

Organizations are looking for methods to assist in making successful choices when recruiting new candidates. The use of assessment tools is becoming popular. This can be valuable information in assessing if the candidate's personality, values, or both align with the company culture. The rationale of recruitment is to present a group of candidates that is adequate to let managers select the qualified employees they need. So every organization is constantly looking for the very best in respect of effective and efficiency service delivery (Patricia Joanne Vokey: 2008).

Recruiting can provide a large pool of applicants and selection practices can influence the quality and type of skills that new employees possess. Training can also assist in developing human capital. Also, human resource practices can influence employee motivation by linking performance with incentives (Huselid, 1995).

According to Bolman and Deal (2003), strong companies are clear about the kind of people they want. As the company grows rapidly and is in the process of hiring more people, the successful implementation of a recruitment package is paramount. If the company is to succeed, the right people have to be hired for the right positions.

(Gallagher, 2003) on the other hand notes that it is critical that a successful recruitment package be created to assist with this next phase of hiring. "Hiring drives your corporate culture. Who joins your team and how you recruit them has perhaps the biggest influence on who your organization is and how well you ultimately succeed.

According to Van der Westhuizen (2005) cited by Ramokhojoane Paul Motsoeneng, (2011) states that the recruitment policy should stipulate broad guidelines for the way in which a public sector institution intends to deal with recruitment. In brief terms, the recruitment policy must indicate the institution's position concerning the general objectives of recruitment and the principle of equal opportunities in recruitment.

From the foregoing, it is clear that successful recruitment is critical to the future success of the Ministry for Home Affairs; therefore, it is essential that a recruitment process be designed to support the Ministry's mission and objectives, its decentralized service centers, and all aligned

with its culture and values. This expectation includes creating and implementing transparent policies and procedures to assist with recruiting the right people for the job and at the right time. Organizations that implement appropriate recruitment practices contribute to a high-performance team culture. Attracting and hiring high-performance individuals who are a cultural fit with the organization involves choosing candidates who are competent for their positions (Patricia Joanne Vokey, 2008).

This means that the underlying philosophy behind whom you hire, how you expand, and who leads you has a tremendous influence on what you will become in the future. How an organization handles the ramifications of growth is one of the more important factors in its long-term survival. (Gallagher: 2003).

It is critical that the Ministry for Home Affairs has an intimate understanding of which jobs are needed as well as a detailed and accurate description of the job functions.

Before employees can be recruited, recruiters must have some clear ideas regarding the activities and responsibilities required in the job to be filled. One that has been done and analyzed, a written statement of content and location is incorporated into the organization chart. This statement is called either a job description or position description (Stoner, James et al, 1995).

Sources of recruitment are diverse and are depended on the availability of the right kind of people in the labor pool and the nature of the job.

Different jobs have different profiles of knowledge, skills, abilities that are required and consequently different people may complement jobs differently (Wise, McHenry, & Campbell, 1990). Typically job analysis is used to determine the knowledge, skills, and abilities necessary for a specific job. Job analysis provides a foundation for human resource practices, including, recruitment, selection, training, and performance appraisal (Van Iddekinge, Putka, Raymark, & Eidson, 2005). The knowledge, skills, and abilities that are identified through a job analysis for a specific job may be used by firms as criteria for selection.

3.4 Selection

Selection ideally involves deciding whether the organization makes an offer and how attractive the offer is. It is this process that gives the Ministry for Home Affairs to hire individuals with the requisite competencies who will live up to the challenge.

It is important to equally note that for employees to be effective, they have to be given information on the daily work routine, be told about its purpose as well as to how the employee's job will contribute to the organization's needs. This will be done during orientation and socialization stages.

Wright et al: 1994 cited by (Christopher M. Harris: 2009) stated that most of the writing on human resources as a source of sustained competitive advantage has focused on top managers, or top management teams. Studies such as Guthrie and Olian (1991) have examined the relationships between business strategy and manager selection. The relationship between the characteristics of managers and their effectiveness based on an organization's strategy has also been examined. There has also been empirical work on the relationship between managers' skills and organization strategy.

Stoner, James et al: 1995 states that the selection process ideally involves mutual decision. He states that an organization decides whether to make a job offer and how attractive the offer should be, and the job the candidate decides whether the organization and the job offer fit his or her needs and goals. He goes on to state that the standard hiring sequence in a seven-step procedure described in **Figure 3**.

Recruitment and selection play an essential role in ensuring the best skills are obtained in the public service, defective appointment processes can undermine development of the Ministry of Home Affairs and its quest for supremacy.

Erasmus *et al* (2005) cited by Ramokhojoane Paul Motsoeneng, (2011) argues that it is crucial to decide on a selection strategy before embarking on the selection process. Every aspect of the selection process is directed at deciding which determinants of work performance to measure and which selection techniques to use. Whatever selection technique is utilized, the adoption of a well-thought out deliberate strategy is required. Erasmus *et al* (2005) further argues that there are various selection strategies to choose from. The first to be discussed is called the "knowledge, skills and abilities" (KSA) strategy. It is commonly used in the public sector and it involves reviews of an applicant's educational background and work experience. This information is obtained from the application form and from the applicant's curriculum vitae.

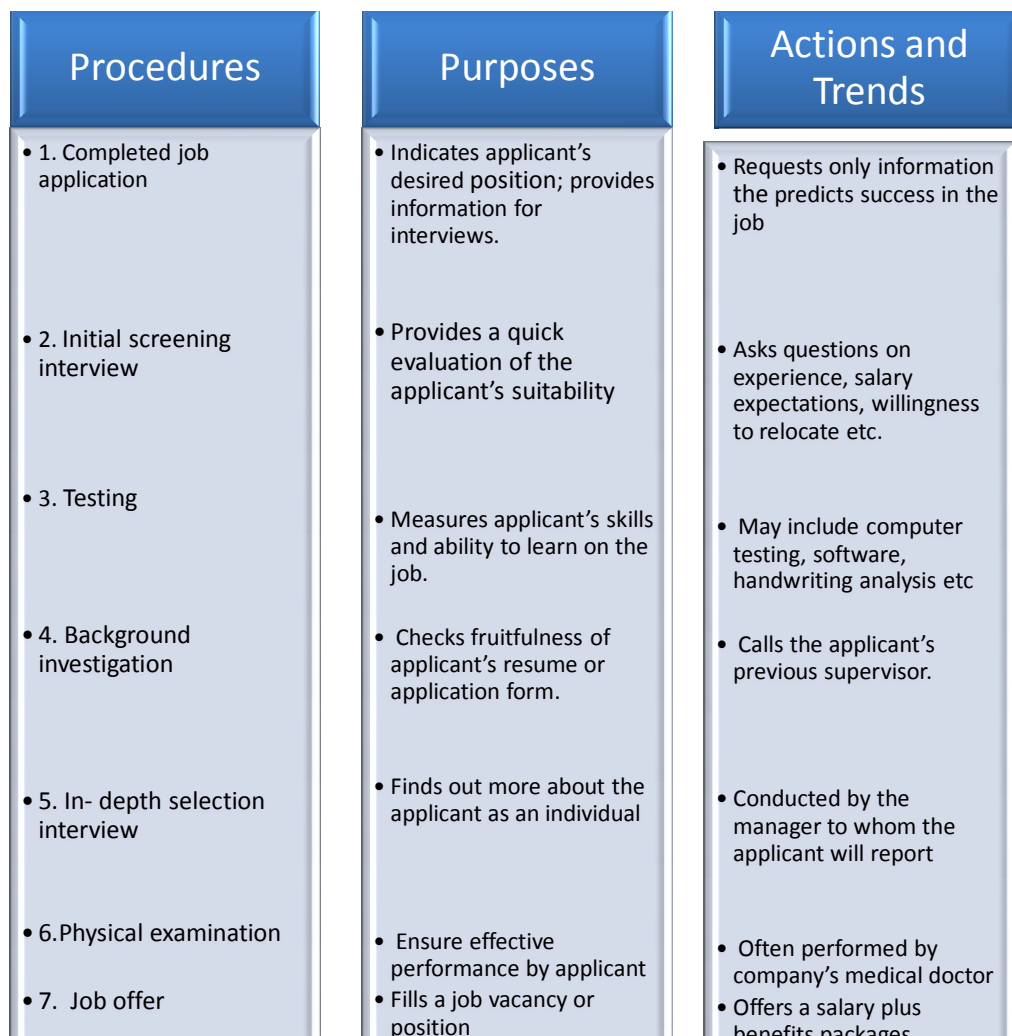


Figure 3 Steps in the Selection Process (Stoner. James et al (1995)

3.5 Training and Development

Training and development is essential in the Ministry for Home Affairs largely due to the constant changes in technology.

P.A. Grobler & H. Diedericks, (2009) states that once a candidate has been appointed, a training plan can be written and executed. This will help employees to perform their current jobs more effectively, prepare them for the next job on the career ladder, and prepare them for a job in a different discipline. It is important to note that besides the need for more training related to providing knowledge, building skills or improving attitudes, the competency-based approach

must also include issues such as changing the motivation levels of employees and cultivating and developing personality traits to produce exemplary performers.

Training and development at the Ministry for Home Affairs is critical as it will be used in maintaining and improving on the job performance. There is somehow a greater need for all the departments of the Ministry to ensure there is adequate training for its employees in technical skills. This thrust towards training and development will help employees set their own training and personal goals every year, thereby boosting employee productivity and morale.

It is important for the Heads of Departments (HOD) to note that the environment in which the public sector is operating is turbulent and calls for all of them to identify the training needs of each employee in order to enhance service delivery. The implication of this is that the skills/competencies of employees need to be updated regularly to meet the new challenges facing the companies.

To achieve this, training and development programs must be aligned with the future goals of the company. This will help achieve the right focus for the training and development efforts. For managers to manage change effectively and beneficially, they need to consciously incorporate training and development into the very fabric of their everyday managerial practice (Hamlin et al: 2000).

Once training needs have been identified, the human resources managers should initiate training programs. These could take several forms like on the job training, job rotation and internship, skills and abilities. However, the disadvantage of this strategy is that it reveals very little about the applicant's soft skills such as typing skills.

3.6 Performance appraisal

Performance management systems help aligns individual performance with the organization's strategy. Performance needs to be appraised, assessed and remedied regularly to ensure that performance objectives are being met (Rob Venter, 2006).

Rob Venter (2006) goes further to state that to be effective in aligning performance with strategy, a performance management system should incorporate the following:

- Performance management systems should play three major strategic roles. They are first and foremost developmental in nature, allowing organizations to identify deficiencies in employee performance, and to rectify these through training. At the same time, performance appraisals also

play an evaluative function, allowing organizations to reward good performance, and 'punish' poor performance when necessary. Finally, performance management systems allow organizations to validate the efficacy of other practices in the organization, such as selection.

- Attention needs to be paid to the type of appraisal tool adopted as part of the performance management system. Such tools can be either outcomes- or process based.

An outcomes-based appraisal focuses specifically on the deliverables, and is based on objective, verifiable results, while a process-based appraisal relies on assessing how the work is performed, and is based on judgments about an individual's performance. The former includes measures such as management by objectives, while the latter concerns rating scales and the like. Generally, a combination of both approaches produces the desired outcome.

- Care must be taken to ensure that performance is assessed accurately and fairly. As such, therefore, raters should be careful not to succumb to the various judgment based errors, which incorporate the halo effect, strictness, leniency, central tendency and bias.

- Finally, understanding who carries out the appraisal is also of strategic significance.

Multirator or 360° Feedback, which incorporates input from various sources (including supervisors, colleagues, self-evaluations, and importantly, customers) has grown in popularity of late. Such a system has the advantages of addressing the various rater errors mentioned above.

- Feedback from any form of appraisal should be timely and instructive, making reference not only to where improvement is deemed necessary, but also to strengths in the individual's performance.

- Managers should be trained to rate and provide feedback effectively.

- Attention must be paid to appraisal and feedback in multi-cultural environments where different emphasis may be placed on different aspects of performance (P.A. Grobler & H. Diedericks, (2009).

Increasingly public sector institutions are recognizing the importance of performance appraisal as instrumental in ensuring effective human resources management practices.

Performance appraisal will help identify the development needs of individuals and map out routes to career advancement and progression. This information could also be used in the redeployment of employees, enabling the company to have a constant supply of talent. This is vital, as the organization must know where it has leverage which workforces and areas of

business have the greatest strategic impact and are critical in maintaining the distinctive capabilities of the company (P.A. Grobler & H. Diedericks, (2009).

Rob Venter, (2006) citing the White Paper on Transforming Public Service Delivery requires all national and provincial departments to make service delivery a priority. It also provides a framework within which departments can develop service delivery improvement strategies, among which is improved performance management by means of the setting and monitoring of service standards. The White Paper requires that a service delivery improvement program be compiled and that a Statement of Public Service commitment be published by each department. Implementing such a program can be illustrated as an eight-step cycle, as indicated in **Figure 4** below.

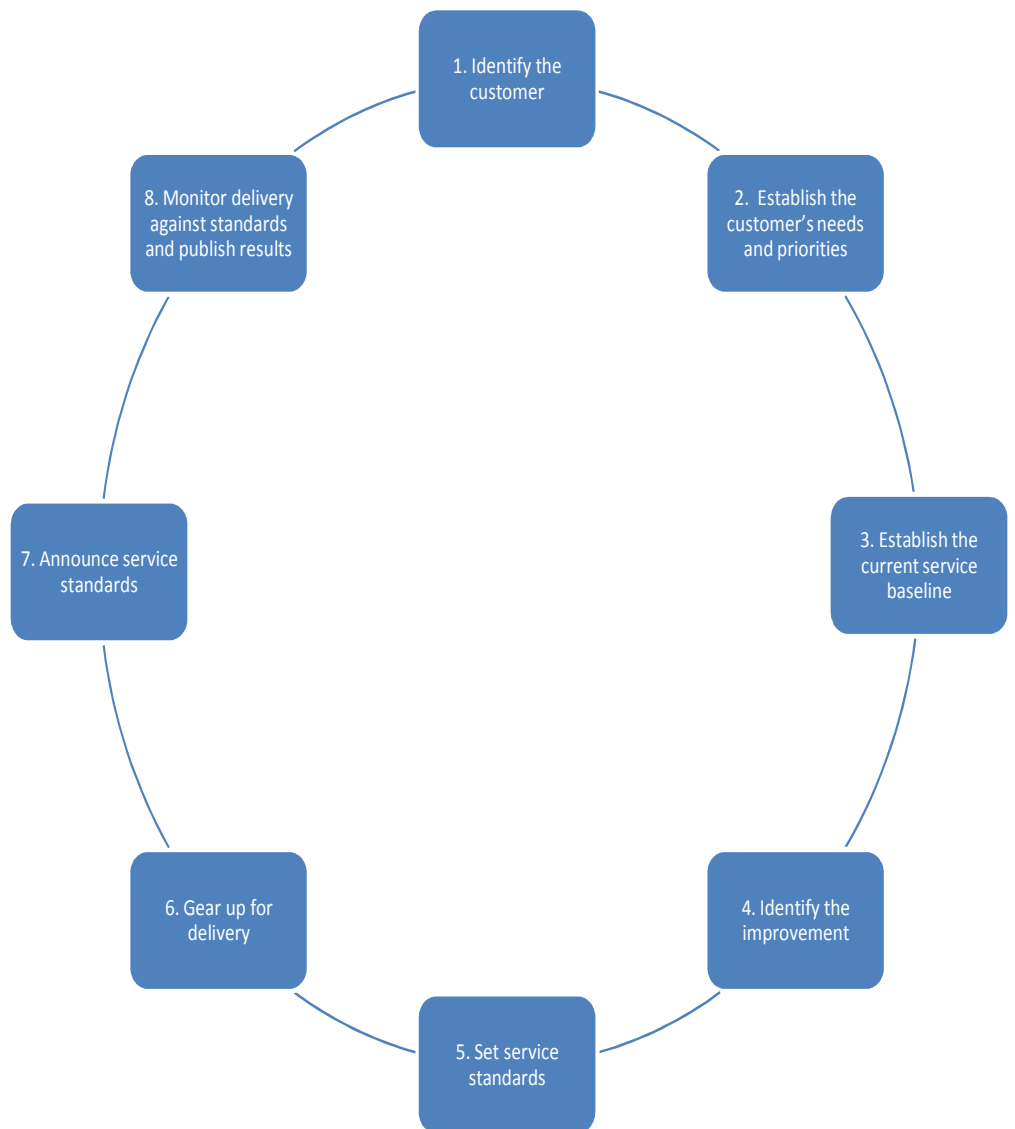


Figure 4: Eight steps to improving service delivery: White Paper on Transforming Public Service Delivery (Batho Pele White Paper: 2004)

3.7 Promotion

The possibility for advancement often serves as a major incentive for superior managerial performance, and promotions are the most significant ways to recognize superior performance. Therefore, it is extremely important that promotions be fair, based on merit and untainted favoritism. Employees may also be encouraged to share knowledge through reward or promotion opportunities (Rory Donnelly (2011).

Kotter (1995), points out that ‘... managers actively look for ways to obtain clear performance improvements, achieve the objectives, and reward the people involved with recognition, promotions and even money.

3.8 Conclusion

After an intensive literature review, a number of scholars have concluded that the role played by sound human resource management practices in efficient running of any institution cannot be underestimated.

Other scholars have emphasized that human resource practices play an important role in enabling employees to provide quality service to customers (Horwitz & Neville, 1996). In identifying the antecedents of a service climate, previous studies have focused on human resource management practices that facilitate service climate through showing a concern for employees and a concern for customers (e.g., Borucki & Burke, 1999; Iddekinge et al., 2009; Schneider et al.1998). Organizations can demonstrate a concern for their employees by effectively implementing sound human resource practices and policies, such as reward systems, promotions, performance appraisal systems and human resource development programs that motivate employees to provide quality service to customers. A considerable body of research in the marketing literature indicates that customer perceptions of service quality will increase customer retention and ultimately firm performance as well.

While there is a need for more robust change in the Ministry for Home Affairs in adopting sound human resource practices, they have embraced to a considerable extent new public management systems that will enhance efficient service delivery. However, survey evidence suggests that there remains a range of issues related to human resource management practices that needs to be done.

Several human sciences scholars who have studied and investigated the service climate and firm performance have noted that there is a link between customer satisfaction and fulfillment of

employees concerns. These findings are important in terms of confirming the known relationships between service climate and customer satisfaction and extending our understanding of how service climate and customer satisfaction can predict customer retention and the Ministry's staff performance.

CHAPTER 4

4 THE RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

The importance of this chapter is to give an insight of the approach and the research methods that will be used to implement the research. A detailed description of the approach the research will take, tools for gathering data, the key roles of participants as well as data analysis are included in this chapter. Ethical considerations form the latter part of this chapter.

In order to achieve the objectives of this research, the study used both qualitative and quantitative research methods to collect data and which was also used to describe the situation in terms of frequencies and central tendencies (Struwig & Stead, 2001).

The techniques gave an insight of the respondents concerns, attitudes, feeling and ideas on how the Ministry of Home Affairs should be run.

The open-ended questions although encouraging respondents to share as much information as possible, provided a frame of reference for respondents answers.

In this study, focus was made on the three critical departments of the Ministry for Home Affairs namely; the human resources, immigration and civil registration departments. The administration paid less attention to these departments in terms of adhering to sound human resource management practices yet the Ministry provides essential basic needs to the public. These departments were chosen because they have a large staff complement.

There was little research on the role of human resource management practices on the Ministry's employees and how it affects employee performance. Further, this context is especially appropriate for examining employee behavior and motivation mediators— of the HR-firm performance relationship because these employees are close to the customer and are a key driver of firm performance (Batt, 2002; Sun et al., 2007).

4.2 The research proposition

The research proposition will clearly outline the thematic areas that came out as the main issues that needed to be addressed urgently by the Ministry for Home Affairs. These are:

The Human resource planning

Recruitment

Selection

Training and Development

Performance Appraisal

Promotion

It will further unpack the objectives of the study and test whether the following assumptions are true or not;

- The employees do not have the required skills to perform their functions properly
- The Ministry of Home Affairs does not have a sound strategic plan
- There is lack of clear performance appraisal system (PMS) resulting in nepotism during promotions
- There is total disregard of the recruitment process resulting in high staff turnover
- There are inconsistencies in the overall structure and systems resulting in poor delivery of service to the public.

4.3 Data gathering instrument

A questionnaire was designed and questions were based on the objectives of the study. Out of the thirty questionnaires distributed to the three critical departments, twenty six were returned and three were incomplete in which cases were discarded and one was never returned at all.

The data emerging from the analysis of the questionnaire was illustrated in a graph form as well as on table for easy of illustration and drawing conclusions. The open-ended questions were

summarized and narrowed according to themes and conclusions and findings from the study were affirmed according to what other scholars in the literature review have said on each theme.

4.4 The advantages and disadvantages of questionnaire

The advantages of questionnaires are that they;

Save time- respondents took almost a week to answer the questions asks

Reduced costs- some of the respondents are geographically dispersed but there were no financial implications involved

Easy to analyze and gave almost accurate results

No biasness- respondents receive a similar set of questions

Ensures confidentiality of respondents- anonymity is guaranteed as questionnaires were not numbered and no one was expected to append his/her name on them and probably is the reason for the acceptable 86% response rate.

The disadvantages of the questionnaire are;

Respondents were not probed further on the reasons behind their responses

Other clues like body gesticulations cannot be ascertained

Other questions cannot be comprehended easily resulting in inaccurate responses.

4.5 The population and sample size

(Frankfort Chava-Nachmias and Nachmias Davis, 1996) describe population as the aggregate of all cases that conform to some designated set of specifications and sample as a subset of sampling units from a population. The questionnaires were administered to the three critical departments of the Ministry for Home Affairs and each of them was given ten questionnaires to fill. The sample size was represented enough to draw somehow precise findings and conclusions on the study. Out of the thirty questionnaires issued on twenty six were returned and analyzed bringing a response rate of 86.66% which is acceptable.

4.6 Questionnaire design

The research design is the blueprint for fulfilling objectives and questions. Selecting a design may be complicated by the availability of a large variety of methods (Donald R. Cooper and Pamella S. Schindler, 2001). The questionnaire translated the research objectives into specific questions and answers to such questions provided the data for hypothesis testing. The questions captured the central issues that emerged as fundamental in the smooth operation of the Ministry for Home Affairs. The major considerations involved in formulating questions were their content, structure, format and sequence (Chava Frankfort- Nachmias and David Nachmias, 2003).

The questions were both open and closed ended. The open ended questions were placed last in the questionnaire as they were laborious and they gave respondents greater flexibility to state issues that were not adequately covered by the closed ended ones. Even on the closed ended questions, expressions such as “uncertain and don’t know” were mentioned.

The Linkert scale method (Chava Frankfort- Nachmias and David Nachmias, 2003) was used to measure attitude of respondents on the main issues. A range of attitudes from extremely positive such as “strongly agree” to extreme negative such as “strongly disagree” were used. The fixed alternative expressions were then enumerated and tabulated and findings and conclusions were drawn. Confidentiality as earlier indicated was guaranteed to allow free responses from the respondents.

4.7 Pilot testing

Pilot testing on the questionnaire was done on three employees each drawn from the human resources, immigration and civil registration departments. The main purpose for the pilot test was to ensure that it takes limited time to complete the questionnaire and the questions were not ambiguous and double barreled. Corrections on the pilot testing were incorporated in the questionnaire that was finally distributed to the various departments.

4.8 Data collection

The questionnaires were sealed and addressed directly to the recipients. A few in remote locations preferred them e-mailed in their accounts for speedy processing. Further clarification was allowed especially on the open ended questions as some would misinterpret the questions but no clues were advanced.

4.9 Data analysis

Data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques, scaled responses on questionnaires and experimental instruments often require the analyst to derive various functions, as well as to explore relationships among variables (Cooper, Donald and Schindler Pamella, 2001).

Data was analyzed by the Statistical Package for Social Sciences (SPSS). The responses to the questions were itemized and the open ended questions were sorted according to thematic areas. The categories were clustered into themes and through the process of reduction, patterns emerged (Miles and Huberman, 1984:90).

An assessment of the current situation on human resource management practices was benchmarked against future perspectives as suggested by the employees in their responses to the questions. All issues were analyzed and sorted based on the obtaining situation in the public sector and the strategic plan for the Ministry for Home Affairs. Their scope, impact and their applicable actions were also considered and those issues that survived this screening process but have a direct impact on the operations of the Ministry was addressed effectively.

Thematic areas that came out outstanding and needed to be addressed urgently are the inconsistent human resource management practices which essentially would mean an immediate assessment of the individual skills and development which will inevitably lead to the re skilling of the work force through education and training(training and development) , forecasting on staffing and skills needs (planning), attracting new skills and retaining current ones (recruitment), redesigning sound compensation programs through performance appraisal systems and recognition of a good performance (promotion).

4.10 Measuring instrument

The Harvard Business School's Four C's Model was used to evaluate the effectiveness of the human resources management practices (competence, commitment, congruence and cost effectiveness) **FIGURE 5** by Michael Beer et al (1984). The Ministry of Home Affairs over a period spanning twenty years had developed a manual to guide Heads of Departments on issues of human resource management that involve planning, recruiting, selection, training,

performance measurement and promotion. Such human resource management practices should be evaluated as environmental changes require a number of reactions from organizations as they try to meet their strategic goals and also remaining competitive.

4.11 ETHICAL CONSIDERATION

Upholding high ethical standards remained essential and a priority during the research. Respect for privacy and confidentiality was paramount so as to build trust with the participants. All participants' information was kept private and confidential.

Participants were provided with a survey questionnaire and in its cover was a brief explanation of the purpose of the survey and its benefits and details regarding participant's confidentiality. To ensure anonymity, respondents were not allowed to indicate their names in the questionnaire and the researcher himself ensured that no individual would be implicated in the study.

Since anonymity was guaranteed, respondents were free to give honest responses without fear of any act of vengeance from their superiors. Consent was also obtained from the top management of the Ministry for Home Affairs.

CHAPTER 5

5.1 DATA ANALYSIS

5.2 Introduction

This chapter centers on analyzing the data collected in relation to the human resources management practices as they obtain in the Ministry for Home Affairs. It also assesses the link between these practices and productivity and draws conclusions from which generalizations can be made. It also examines the problems and challenges that hinder the desired performance levels in the Ministry for Home Affairs.

As the Ministry for Home Affairs experiences swift growth and transformation, members of the public on the other hand constantly demand optimum service. From these analyses, it has been discovered that enhancing the values or improving the quality of service in the Ministry for Home Affairs is a key objective for it to remain competitive. The superseding human resource issue is organizational efficiency and effectiveness.

There are obvious indications that call for the Ministry for Home Affairs to develop human resources management practices that anticipate competitive needs of the populace and responding promptly to their expectations.

These human resource strategies essentially involve new management planning that will forecast staffing, guarantee changes in recruitment policies to ensure that new skills required are available to sustain its competitiveness, provide expanded retraining and development agenda, designing of new compensation programs to attract and retain key talent and finally promotions and transfers. The Harvard Business School's Four C's model, **Figure 5** below was used to evaluate the effectiveness of human resource management practices in the Ministry for Home Affairs. By shaping Human Resources Management (HRM) policies to enhance commitment, competence, congruence, and cost effectiveness, an organization increases its capacity to adapt to changes in its environment Stoner, James et al (1995).

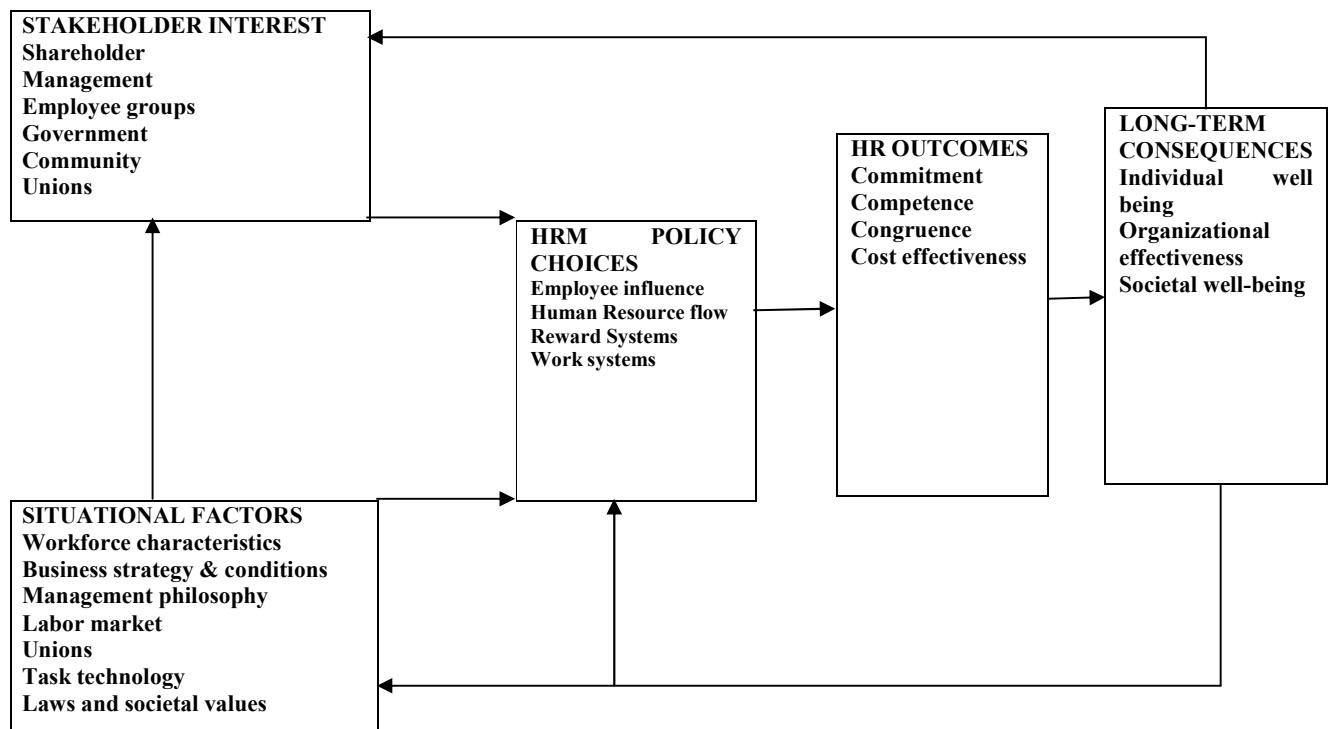


Figure 5: The Four C's Model by Michael Beer, Bear. A. Spector, Lawrence, R. Paul and Walton, Richard (1984).

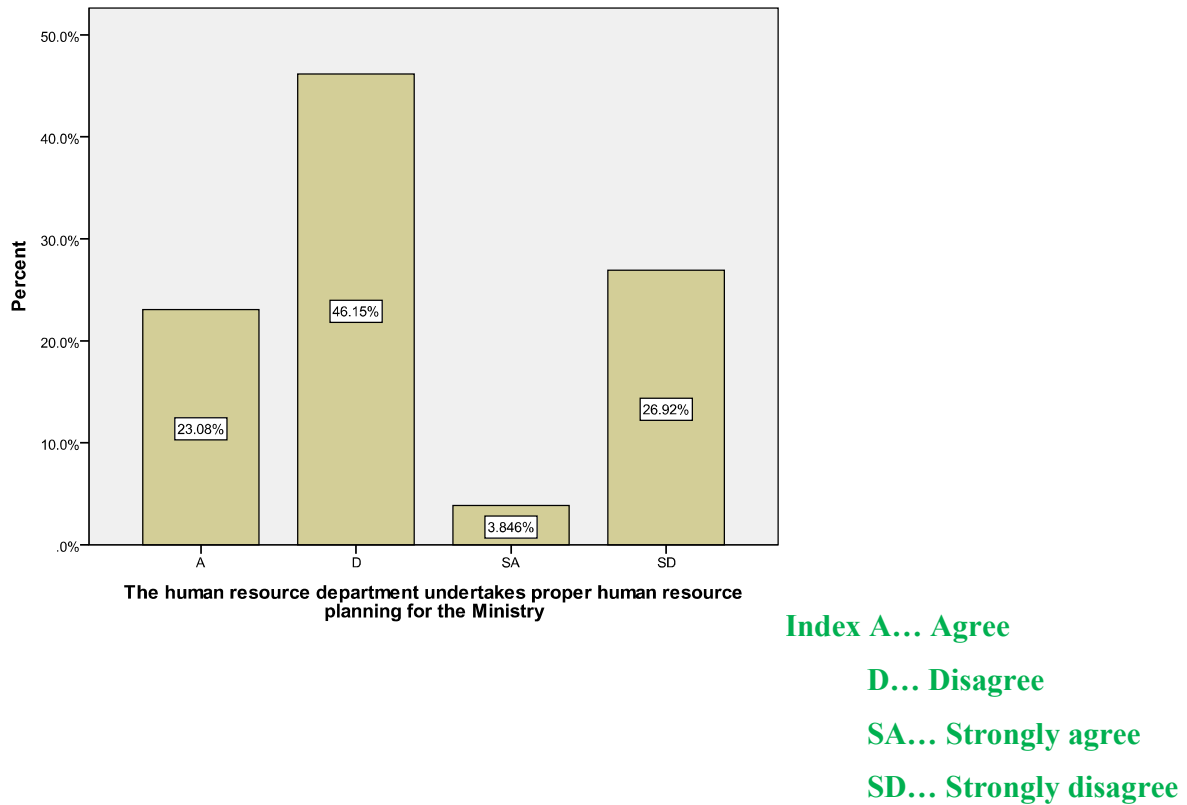
5.3 Human resource planning

To ensure that the Ministry of Home Affairs fosters good organizational development as well as sound human resource development, the human resource department has to design human resource policies and procedures and operating manuals that would provide a roadmap for the entire Ministry. James, W. Walker, (1990) stated that human resource planning is necessary to support the implementation of business strategy. He further stated that every company demonstrates different human resource practices relative to these overall trends.

The study has revealed that 73.07% of the respondents disagree with the notion that the Ministry of Home Affairs undertakes proper human resource planning while 26.93% agree that the Ministry of Home Affairs undertakes a proper human resources planning as shown on **Figure 6 below**. Such a huge percentage indicates that the Ministry for Home Affairs is failing to apply appropriate HRM policies to keep and develop employees with skills and knowledge needed now and in the future. Human resource planning is a form of supply and demand management,

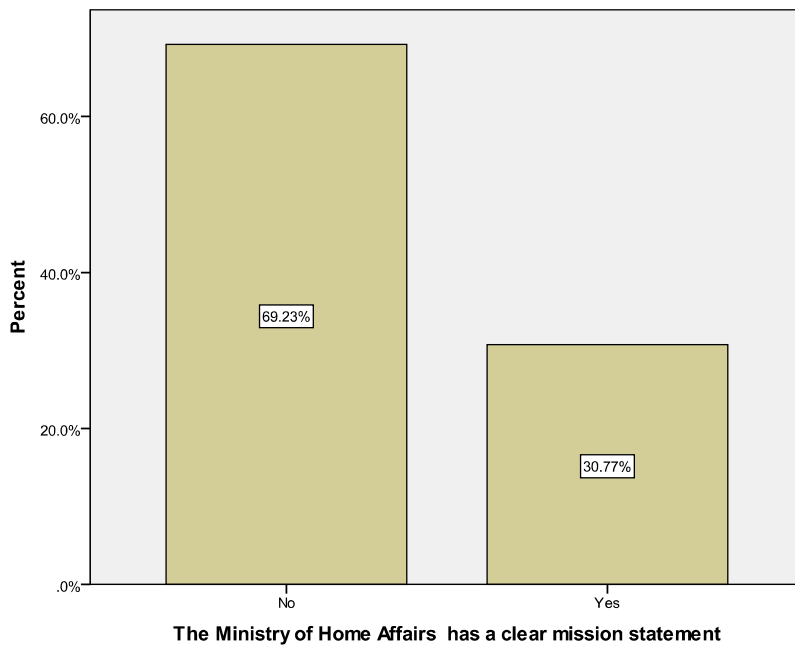
aiming to minimize the risk of either surplus (or therefore inefficiency) or shortage (and therefore ineffectiveness) of relevant kinds of labor.

Figure 6 Graphical illustration of Human Resource planning in the Ministry for Home Affairs



The main purpose of workforce planning is to identify future human resource requirements and to develop action plans to eliminate any discrepancies between the demand and supply of labor that may be foreseen. Excessive turnover and absenteeism, low labor productivity and ineffective training programs can be reduced and expenses lowered if workforce planning is executed properly (Dolan &Schuler; 1987). A greater government involvement in reexamining and or development of new human resource policies and practices is needed. Only a fraction of 3.84% strongly agrees that there is proper planning and about 23.08% agreeing to that.

Figure 7 Staff members perception on the Ministry’s Mission Statement



Strategic planning starts with a mission statement. This is a clear indication that human resource management practices cannot be divorced from strategy- which is the overall direction of the organization. A good business practice entails that every employee of an organization should know the mission statement as it is the roadmap. Leaders not only have to know and go the way, they also have to show the way because ‘where there is no mission people perish’ (Stoner James et al (1995). If mission is not there employees will not know what they have to do to achieve the organizational’ goals. It appears that the use of formal strategic planning activities, with a written mission statement and HRM strategy is lacking in the Ministry for Home Affairs. 69.23% of staff argues that the Ministry has a vague mission statement and about 30.77% point out that there is a clear mission statement. This is shown on figure 7 above. This is a significant finding as success is not possible without proper strategic planning, leading to a proper mission statement, business unit strategy and HRM strategy (Kleiman, 2009).A mission statement can go a long way in getting employees to identify with the organization and be committed to supporting it in all its mission driven endeavors. Adherence to the Ministerial mission statement is essential to developing a sense of what the ministry stands for and need to be asserted unequivocally and made real so that the employees execute their job with great dexterity.

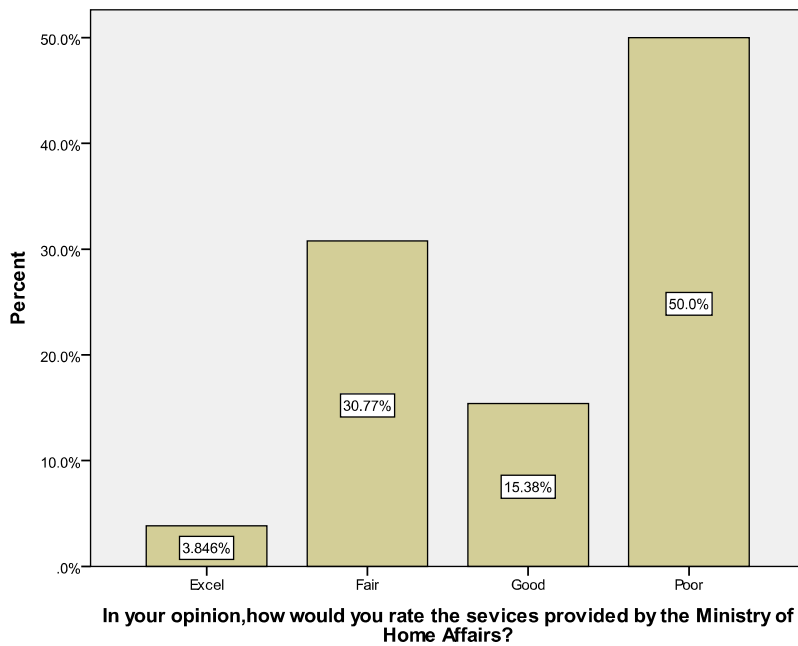
Table 1 Information flow up and down the executive echelons

To what extent does information flow from executive to subordinates?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Greater	11	42.3	42.3	42.3
Lesser	15	57.7	57.7	100.0
Total	26	100.0	100.0	

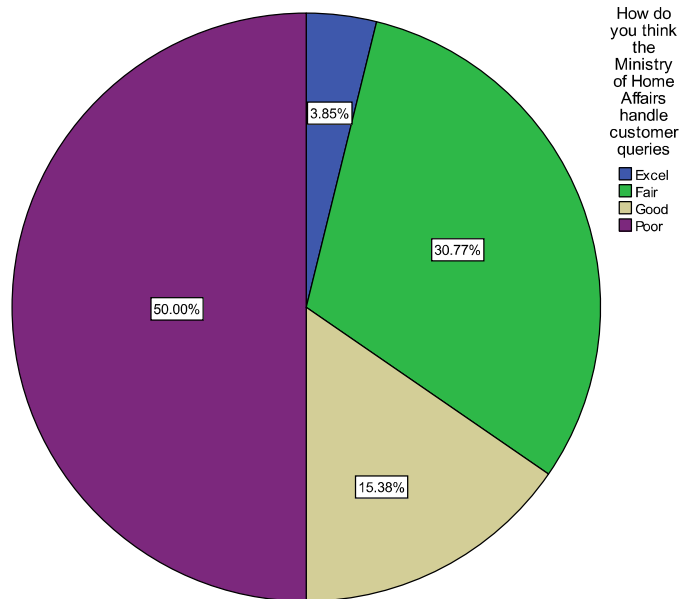
Communication can generally be viewed “as the process of conveying and sharing information between interacting people” (Swanepoel et al 2008; 634). It is the process of information exchange between receivers and senders. Information flow in organizations can either be upward (subordinate to manager) or downward (manager to subordinate). Effective communication in organizations should involve both upward and downward communication. Effective communication is the life blood of any organization. From Table 2 above, a bigger percentage, 57.7% of the participants alluded to the fact that it is to a lesser extent that information flow from the executive to subordinates, as opposed to 42.3% who said it is to a greater extent that information flow from executive to subordinates. One of the most important tasks all managers have is to communicate with their subordinates. Some experts estimate that up to 80% of the working time of managers is spent on some form of communication related activity. Without appropriate communication, employees will not know what is expected of them in relation to what work to do, how to do it, how well they are doing it, etc. The Ministry of Home Affairs therefore according to the findings is caught wanting in this respect. Just as other relationships depend on some form of communication, the quality of labor and employee relations depends to a considerable extent upon the nature and quality of the communication between all the parties involved.

Figure 8 Employees perception on services delivery



Employee's perception on service delivery in the Ministry of Home Affairs is shockingly high. This study has shown that about 50% of respondents attest to the fact that services rendered by the Ministry are poor. The human resource management outcome as per the Harvard Business School's Four C's Model to assess service delivery is 'commitment'. The extent to which employees of the Ministry for Home Affairs are committed to their work is doubtful. 30.77% of employees are fairly committed to their work. The high level of absenteeism and pickets undermine the cost effectiveness of human resource management policies and indicate a lack of congruence between the employees and the Ministry for Home Affairs. This inevitably impact on the fundamental role of providing the best service to the people.

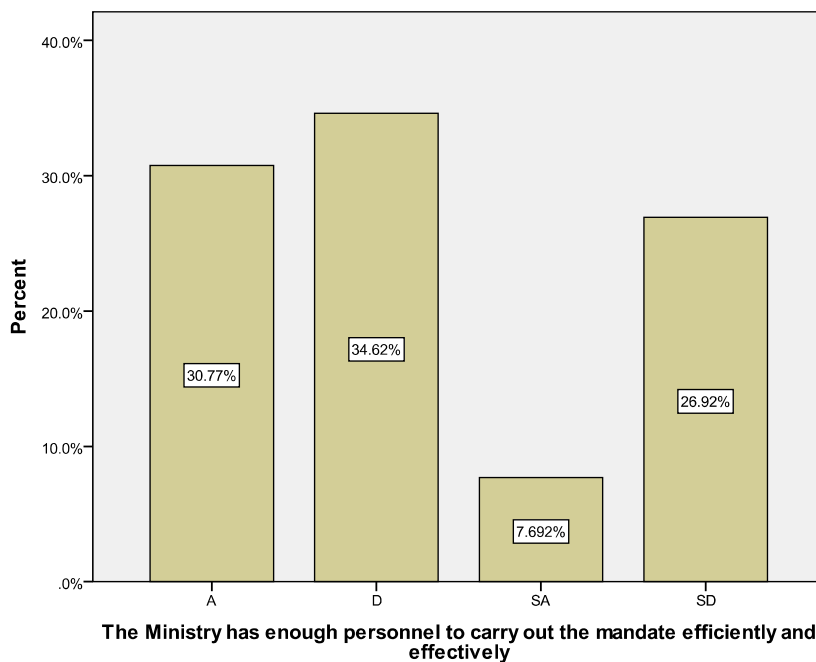
Figure 9 Rating on customer queries



Responding to customer queries is another important element of organizational effectiveness and societal well-being. About 50% of respondents say customer queries is handled poorly with 30.77% saying is fairly handled as shown on **Figure 9 above**. One of the strategic objectives of the Ministry for Home Affairs is provision of excellent service to the public. Such a huge percentage of employees saying that customer queries are handled poorly are an indication that there is no congruence between the Ministry's philosophy and the employees. Incongruence can be detected in the frequency of strikes, conflicts between managers and subordinates and grievances, Stoner, James, et al (1995). This study indicates that there is low level of congruence between management and employees in enhancing human resource management policies and practices.

This therefore, means that employees and management do not share a common purpose and collaborating in solving the challenges faced by the Ministry for Home Affairs yet the capacity to joining forces is important if the Ministry is to deliver as per public expectations.

Figure 10 Perception of staffing levels in the Ministry for Home Affairs



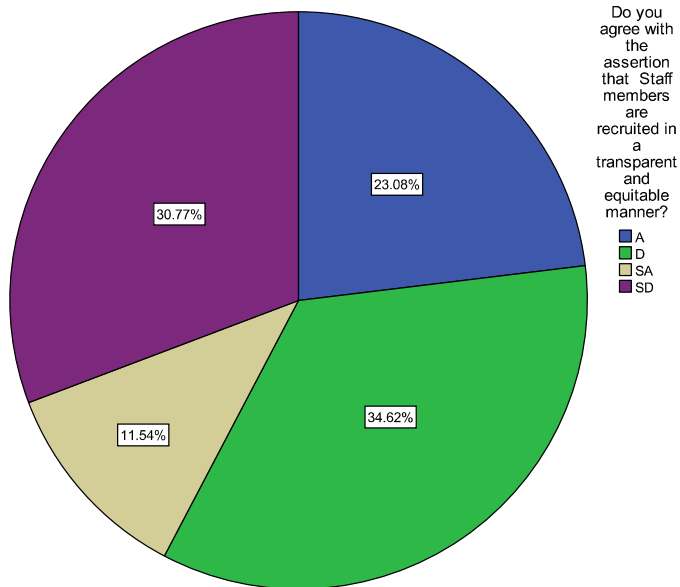
A sizeable number of respondents, 61.54% say that the Ministry does not have adequate personnel to carry out its mandate efficiently and effectively while 38.46% argue that the Ministry does have enough personnel to effectively carry out its mandate as indicated on Figure 10 above. Cost effectiveness as a model for evaluating human resources management practices scorn at such dereliction of duty. It states all human resource management practices should be done in a cost effective manner. With such high percentage figures it is practically impossible to deliver services to the public in the cost effective manner.

5.4 Recruitment

Recruitment is the part of the process concerned with finding the applicants; It is a positive action by management, going into the labor market (internal and external), communicating opportunities and information, and hopefully generating interest. Effective recruitment is important in meeting the challenges faced by the by Ministry for Home Affairs in its quest to deliver quality services to the people. Thus recruitment and selection must be done on a continual basis and evaluated as the cost for such exercises are enormous. Erroneous choices at the recruitment stage are noticeable when public officers execute their duties. In a majority of cases they result in poor performance thus impacting on quality service delivery. About 34.62% of respondents disagreed that recruitment is done in a transparent and fair manner while 30.77%

strongly disagreed that recruitment is done in a transparent and fair manner. 23.08% and 11.54% of respondents agreed and strongly agreed respectively that there is transparency in the manner employees are recruited as shown on Figure 11 below.

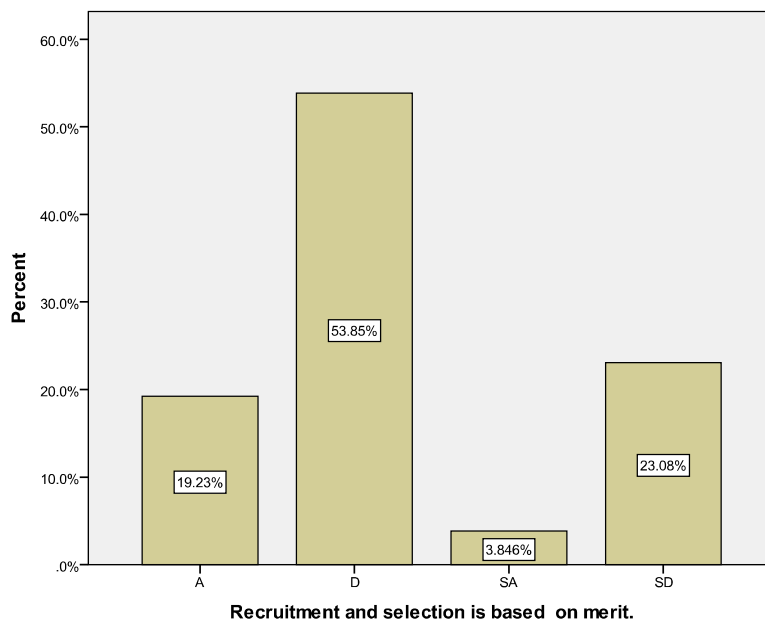
Figure 11 Staff perception on transparency in recruitment



A recruitment policy and procedure document should normally allow managers to use a variety of sources and methods which should facilitate the avoidance of discriminatory recruitment practices that may be unfair.

A combined figure of 76.93% of respondents perceives recruitment and selection as not based on merit as figure 12 below shows. If such figures are persistently high it is likely that the Ministry has a sizeable number of incompetent employees who are unlikely to deliver for the Ministry. The human resources department of the Ministry for Home Affairs does not pass the competence test as stated in the Four C's Model, in that it cannot ascertain the level of competence of its employees. In such case it would be difficult to determine the talent available, and it may fail to come up with human resources policies that will attract, keep and develop employees with skills and knowledge needed to deliver as per public expectations.

Figure 12 Staff perception on recruitment policies



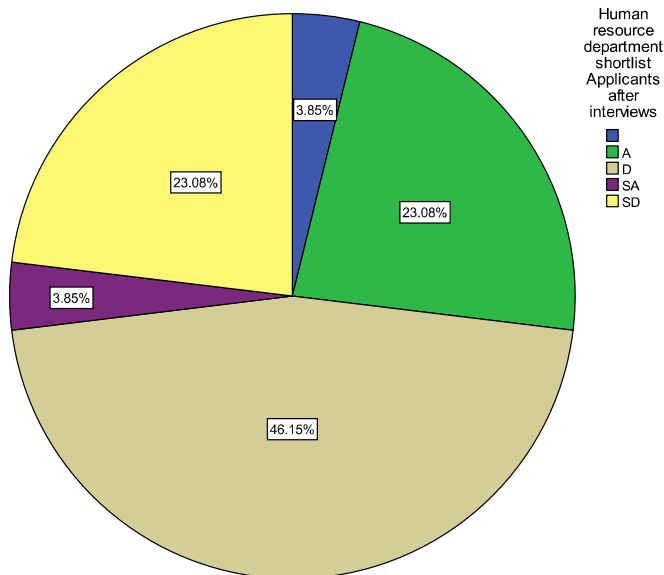
This study has revealed that recruitment and selection is not based on merit. This may mean the employees are not versatile in their skills and may find it difficult to take on new arduous roles. The 53.85% of employees stating that recruitment and selection is not based on merit is shocking. Such is not sustainable because the human resource department may be incongruent with the employees resulting in high staff turnover rendering recruitment and selection being not cost effective. Detailed procedures should be devised in order to make recruitment activity systematic and consistent throughout the organization especially where it is decentralized in the hands of line managers as it obtains in the Ministry for Home Affairs. Apart from the human resources requirements which need to be effectively and efficiently met, there is a marketing aspect to recruitment as one ‘interface’ between the organization and the outside world: applicants who feel there have been unfairly treated, or recruits who leave because they feel they have been misled, do not enhance the organization’s reputation in the labor market.

5.5 Selection

It is ideal for an organization to shortlist experienced applicants after interviewing. Such is not the case in the Ministry for Home Affairs. 46.15% of respondents disagreed that applicants are shortlisted and 23.08% strongly disagreed that human resource department shortlist applicants after interviews. 23.08 and 7.7% of the respondents agreed and strongly agreed respectively that

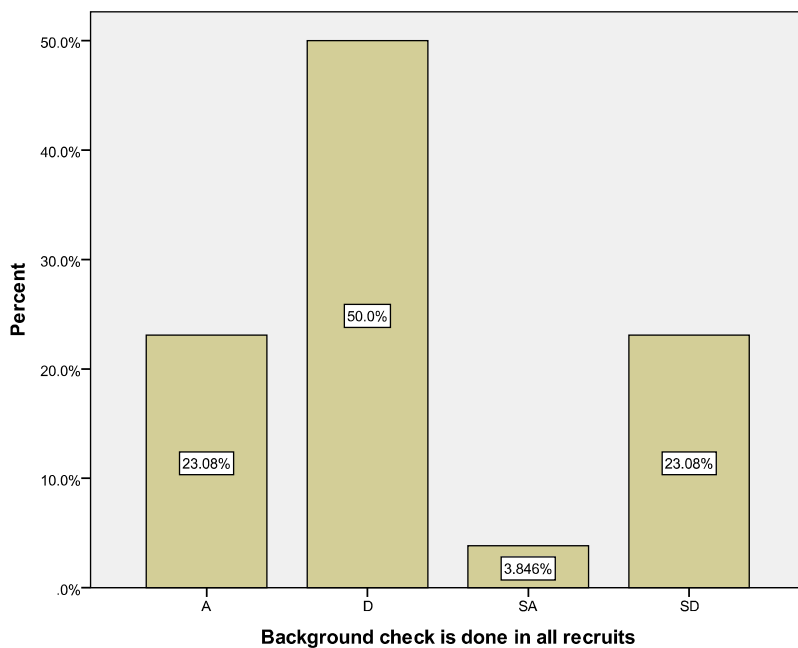
the human resource department shortlist applicants after interviews as shown by Figure 13 below.

Figure 13 Perceptions on selection procedures at the Ministry for Home Affairs



Reference checks are conducted after the employment interview to find out more about an applicant’s employment record, education and training and behavioral patterns (Swanepoel et al: 2008). These details are used to predict the expected competence for a particular applicant for the job in question. 50% of the participants disagreed that references checks are done while 23.08% strongly disagreed that no check is done when selecting employees. A combined 26.93% agreed to the fact that references checks are done as shown on **Figure 13** above. This is important as the human resources manager needs to check the truthfulness of the applicant’s resumes. There is a need for the Ministry for Home Affairs to ensure long-term supply of competent employees to increase productivity thus retaining efficiency and effectiveness in service delivery. To maintain productivity the Ministry should increasingly utilize the skills of the people they manage. The human resource outcome in the selection and recruitment processes as it obtains in the Ministry for Home Affairs is not cost effective as there is nothing to guide career development, employees cannot identify the skills needed to be successful so that they can take full responsibility for and plan their own career development. Another likely HR outcome is that employees may be incongruent with the Ministry’s mission statement and non committal in that it may lead to high staff turnover and absenteeism.

Figure 14 Procedures in recruitment



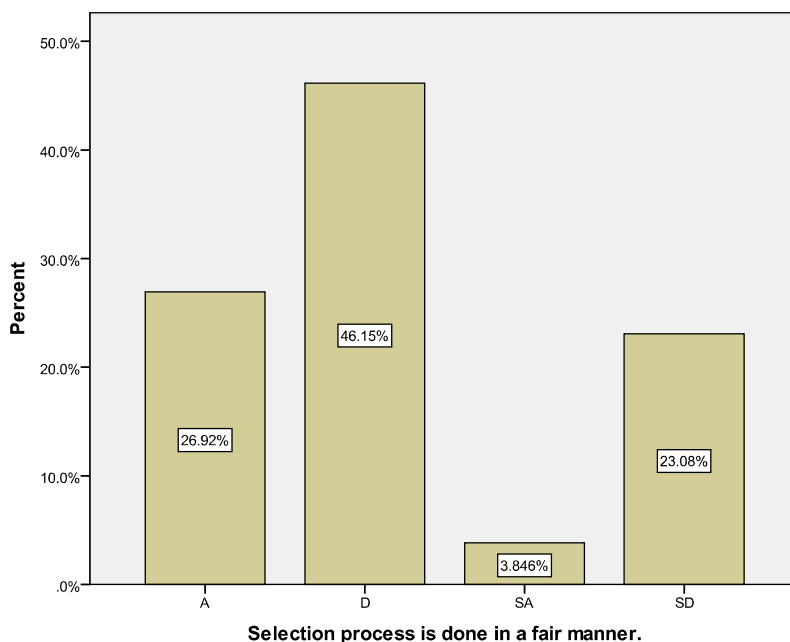
It can be very difficult to genuinely quantify the cost of getting a selection decision wrong. It is not something that businesses like to dwell on, but the true cost can often far exceed our expectations. The selection of employees at all levels, but particularly for key posts must be approached systematically: the recruiting officer must know what the organization's requirements are and must measure each potentially suitable candidate against those requirements. He or she should not waste time and resources investigating candidates who are clearly not suitable for the post in some vital area of skill or personality. On the other hand, no organization wants to find that it has rejected out of hand someone who goes on to be a star in another organization, any more than it wants to get stuck with an employee who can't do the job and doesn't fit in-but looked perfect in the interview. According to the findings of the research 46.15% and 23.08% disagree and strongly disagree respectively that the selection process is done in a fair manner. 26.92% and 3.85% agree and strongly agree respectively that the selection process is done in affair manner as shown on **Figure 15** below. An unfair selection process will negatively affect the organization's performance since the organization can hire a liability and leave out an asset. The cost of an improper selection at Home Affairs is inevitably high as the Ministry will not be able to assess the personality of applicants, unable to obtain more details on the applicant history.

Correct selection of personnel is very important to the success of an organization. The manpower plan has to be translated into position and job design requirements which have to be matched with certain characteristics of individuals. Effective selection of personnel requires an objective analysis of the requirements of each position and the job must be designed to meet the needs of each organization and the needs of the individual (Appleby, Robert. C: 992).

It is patently clear that the inefficiency with which the Ministry for Home Affairs is associated with is as a result of these incorrect selection procedures. This demonstrably means that the employees have no control of their work plan and failing to effectively apply themselves to their full potential. The net result of all these is the substandard performance of the employees. This second-rate performance results in the challenges experienced in the Ministry for Home Affairs.

The selection process as it obtains in the Ministry for Home Affairs does not pass the test of the Four C's Model. It is unlikely that the staff is competent and delivering as per public expectations. The human resource outcome is that it may not be cost effective as incompetent people may be hired by the Ministry for Home Affairs. It is likely that the departments within the Ministry for Home Affairs are littered with incompetent and incongruent staff that cannot identify themselves with the basic philosophy and goals of the Ministry.

Figure 15 Selection processes at Home Affairs



5.6 Training and Development

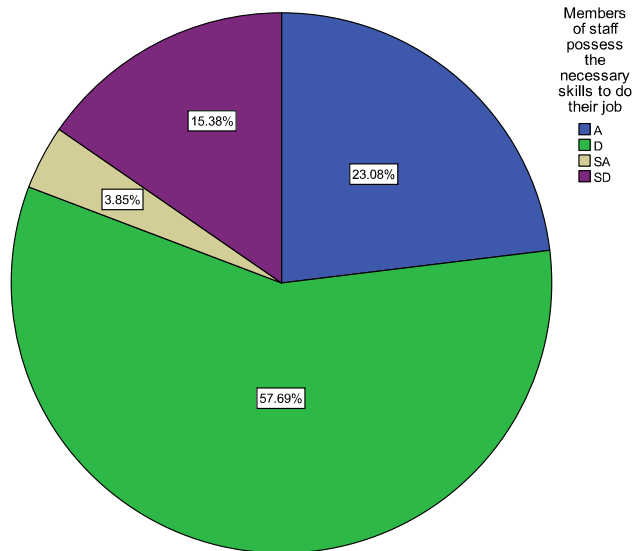
Training is an important, core component of human resource development of any organization. Two main focus areas have been identified, namely training and development. The intention of these areas is to build a pool of successors and talented employees who would be effective and efficient in their workstations. The implication of this is that the skills/ competencies of employees need to be updated regularly to meet the new challenges facing the Ministry. To achieve this, training and development programs must be aligned with the future goals of the Ministry for Home Affairs. This will help achieve the right focus for the training and development efforts. To this end, it is important that the Ministry for Home Affairs provides training and development which is allied to its strategic imperatives.

Conducting training and development activities is bound to have some impact on the functioning of the in the Ministry for Home Affairs. It is thus important that the effectiveness of training and development programs should be monitored regularly. The impact of these could be done by monitoring productivity levels of employees which are enshrined in the performance targets.

Training and development can be successful if a skills audit has been done.

A skills audit is essentially a process for measuring and recording the skills of an individual or group. The main purpose for conducting a skills audit in an organization is to identify the skills and knowledge that the organization requires, as well as the skills and knowledge that the organization currently has. According to the findings of the study, it was discovered that the Ministry of Home Affairs does not carry out skills audits. These result in the workers not possessing the necessary skills required to work efficiently and effectively. A massive 80.77% of the respondents alluded to the point that members of staff do not have the necessary skills to do their job. Only a mere 19.23% of the respondents concurred that the members of staff do have the necessary skills to perform their duties. This is illustrated on **Figure 16** below. Some scholars claim that the skills audit “provides a snapshot of the organizations skills base” that allows identification of specific training needs, prioritization of training and meeting of employee desires and aspirations.

Figure 16: Skills Audit in the Ministry of Home Affairs as perceived by staff



Therefore the key benefits of a skills audit are:

- Valid and valuable Workplace Skills Plans.
- Improved skills and knowledge.
- Lower training and development costs because development efforts are more focused.
- Acquisition and use of information that can be used for purposes such as internal employee selection and placement.
- Increased productivity as people are better matched to their positions (Robert C. Appleby: 1991).

Skills audits are also usually done to determine training needs so an organization can improve its skills and knowledge. The outcome of the skills audit process is a skills gap analysis. This information will enable the organization to improve by providing the appropriate training and development to individuals to cater for the identified skill gaps (Robert C. Appleby (1991). As shown by **Table 2** below, a whopping 80.8% of the participants disagreed with the notion that skills audit is done and training recommended where necessary while 19.2% of the participants agreed that skills audit is done and training recommended where necessary.

Table 2 Skilled audit and training programme

Skills audit is done and training recommended where necessary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid A	5	19.2	19.2	19.2
D	16	61.5	61.5	80.8
SD	5	19.2	19.2	100.0
Total	26	100.0	100.0	

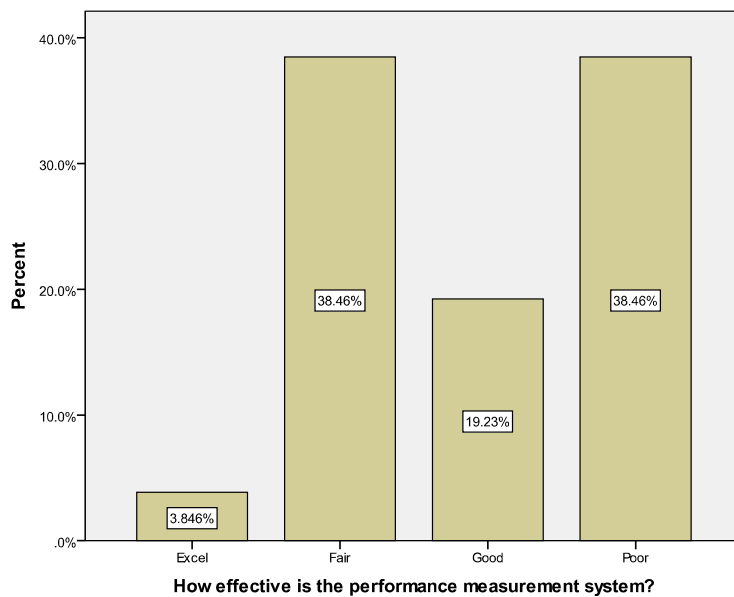
5.7 Performance Appraisal

Performance management system is vital as it supports individual performance with the organization's strategy. Performance needs to be evaluated and remedied frequently to ensure that performance objectives are being met. The performance management systems in a number of cases allow organizations to identify deficiencies in employee performance, and to resolve these through training. At the same time, performance appraisals also play an evaluative function, allowing organizations to reward good performance, and 'punish' poor performance when necessary. Finally, performance management systems allow organizations to validate the efficacy of other practices in the organization, such as selection (Dreher and Dougherty (2002).

A sizeable number of respondents (38.46%) (**Figure 17**) have indicated that the performance measurement system is ineffective. The study again has revealed an equal number of respondents indicating fairness in the way performance appraisal is done. The high level of discontent in the manner performance appraisal is done is likely to lead to job dissatisfaction will may lead to high staff turnover. This reduces productivity and poor quality service delivery.

It is clear that the Ministry for Home Affairs should put in place appropriate performance management systems to examine incentivize and remedy performance of staff within the various departments.

Figure 17 Effectiveness of performance Appraisal



Heads of Departments should pay attention to the appraisal methods used. Both management and employees should be agreeable to the method used to reduce. Performance appraisal often leads to promotions and as such care must be taken to ensure that performance is assessed accurately and fairly.

Judging from the percentage one can conclude that performance appraisal is the only human resource management practice that is fairly observed in the Ministry for Home Affairs.

5.8 Promotions

A reward for good performance is promotion. The Ministry for Home Affairs can reduce inefficiency and ineffectiveness by rewarding high performers with promotions.

Contrary to the indications that performance management system is fairly done, 57.69% of the respondents disagree that promotions are based on performance. This study makes startling revelations because if promotions are not based on performance then what is the basis for promotions? Promotions based on favoritism, nepotism and similar factors lead to incompetence. Okpara & Wynn (2008) asserts that “Managers should develop a system where promotions...are granted because of ...job related factors and not non-work related factors” A total of 15.38% of respondents agrees that promotions are based on performance while 7.69% strongly agrees as shown on **Figure 18 below**.

On the basis of these analyses, it is obligatory that a policy on promotion in required and its contents may include but not limited to the following;

- All promotions within the departments must be based on merit and ability. This will help mitigate biasness and favoritism.
- Equal opportunities are given to all employees to move easily up the executive echelons.
- Truthful records of all employees are kept by the human resources department detailing the performance of each member of staff to obtain knowledge of his/her qualities and abilities.

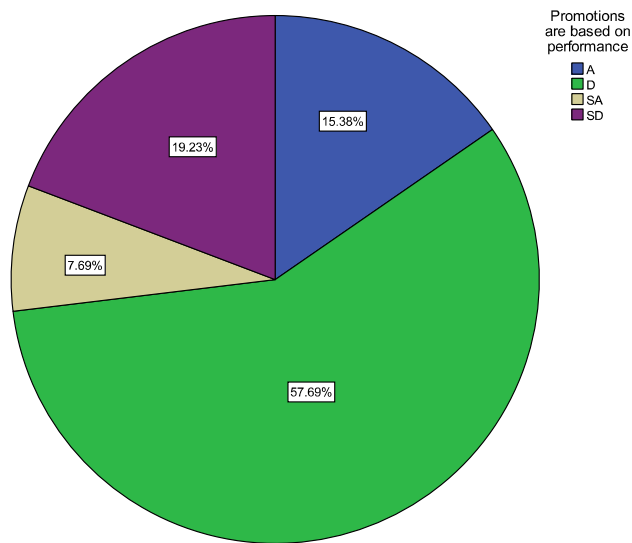
Promotions are motivational in nature and if done accordingly will enrich the performance of the employees thereby increasing efficiency and effectiveness.

Evaluating the human resource outcome through the Four C's model from promotions as they obtain currently in the Ministry for Home Affairs, one can conclude that they are not cost effective. Examination of these percentages may pinpoint crucial information; it may indicate poor promotion procedures and poor working conditions. The employees are likely to be demotivated. This leads to low human productivity, decreases employee commitment and sustained deployment of incompetent employees.

These result in high staff turnover which is very costly for organizations. This inevitably adds extra cost of recruitment and training which are costly as well.

It should be made clear that a good human resource policy implies guarantee against unfair promotions, and should be understood by all in the Ministry and any dissatisfaction resulting from deviation from this policy be documented so that remedial action is taken before there is inefficiencies in the service delivery systems.

Figure 18 Comparisons between performance and promotions



5.9 Conclusion

Based on the findings from these analyses, it is important that the Ministry for Home Affairs pays special attention to the impact of these human resources practices if it is to overcome the challenges encountered.

It may also be important that the Ministry outlines these human resource policies to develop commitment, congruence, cost effectiveness and competence. It is paramount that as it shapes these human resource policies, participation from stakeholders such as unions, employees, other government agencies and members of the public is crucial in order to get the right information to measure the effectiveness of these human resource policies.

There is virtually underperformance in the satellite offices countrywide, it is then imperative that staffing the Ministry for Home Affairs with the right caliber of employees, who has the requisite skills and knowledge, be made a priority for it to remain competitive.

It is also prudent that an appropriate performance management systems to monitor and reward staff be instituted and be made a working policy. This is essential as it will support the Ministry's endeavor of providing a performance-linked compensation programs that enhance productivity, and by so doing the Ministry will be trying to apply appropriate measures to fully respond to the needs of the workers and by extension responding to the multi-faceted challenges this public office is faced with.

CHAPTER 6

6.1 CONCLUSION

In chapter five, an analysis and interpretation of the data collected on the impact of human resource management practices on the operations of the Ministry for Home Affairs was undertaken. Data were collected among the three main departments namely; immigrations, civil registration and human resources departments to address the following objectives of the study, namely;

- To determine the effects of performance appraisal in service delivery
- To establish if there is enough human capacity and competencies and whether they play any role in service delivery
- To examine the recruitment and selection procedures in the Ministry for Home Affairs
- To recommend strategies of improving service delivery through adherence to sound Human Resources Management (HRM) practices.

There is no doubt that there have been major changes in the world of work and those who work in it. Companies worldwide are often faced with three generations of employees (viz baby boomers, generation X's and generation Y's), each with their own particular set of demands (Brown, 2009:10).

From the foregoing, it is apparent that all the departments must be staffed and properly selected so that the available skills and abilities are equated with the various tasks in the Ministry for Home Affairs.

Therefore, the area of strategic human resources management is becoming more important and is growing rapidly which I have no doubts the Ministry for Home Affairs should carefully consider as a matter of priority.

The fundamental starting point is human resource planning. In the study it has been revealed that manpower planning is central as it will help the Ministry for Home Affairs reflect on policies of recruitment, productivity and pay, career planning and training and development.

This study has shown that some situations require changes not only in the daily operations of the Ministry for Home Affairs but also in the way the employees are managed. It is now apparent

that innovative human resource strategies are required to enable the Ministry for Home Affairs to remain competitive and provide efficient services.

In addition to these challenges, a serious shortage of skilled and talented workers has developed in the recent past resulting in some inefficiency, thus necessitating drastic measures in the way the Ministry operates. It is evident from this research that to address these problems, the Ministry should increasingly introduce good human resource management practices. According to some researchers and scholars, numerous benefits can be derived from these practices, not only for the Ministry for Home Affairs, but also for the employees as well as the community at large, despite some challenges which also exist. For the employees, adoption of these practices can lead to higher productivity, increased morale, lower absenteeism and most importantly, lower turnover. This may be good for government as it lowers training and development costs as well as retention costs.

This study has found that there are internal challenges on productivity levels of the employees at the Ministry of Home Affairs. The working conditions which are as a consequence of the environment under which these employees work presents some bottlenecks to the application of the acquired knowledge.

The study has revealed that a competitive advantage can be gained by any organization through these human resources management practices (HRP). “It is the way we nurture and manage the soft issues, notably the people issues, in our business that makes the difference. Every brewery has access to the best ingredients, the best equipment and the world’s leading technology. But it is the way we harness all the various elements through our people that gives us that winning combination” Norman Adami, (2000).

In the open-ended questionnaires, respondents who have undergone training sponsored by the Ministry for Home Affairs have positive attitude towards work. For those workers who do not go for training they demonstrate negativity towards work resulting in high levels of absenteeism and inefficiency.

To mitigate the challenges faced by the Ministry for Home Affairs it can be concluded that the Ministry for Home Affairs should seriously consider expanding and enforcing the use of sound human resource management practices across all its departments as numerous benefits accrue to the Ministry, the employees and the larger community it is mandated to service.

CHAPTER 7

7.1 RECOMMENDATIONS

This study has generated several areas of interest that could be further studied.

On the basis of the research findings the following recommendations are made:

- The Ministry for Home Affairs should develop staffing schedules and recruit enough personnel to ensure that there is adequate staff available in the Ministry at all times to avoid inefficiencies brought about by insufficient staff. It should also make new compensation structures to retain skilled staff.
- It would be very beneficial for this study to be replicated in a larger population for instance in the whole government system as these systems are interlinked.
- Another area that the Ministry for Home Affairs or government in general could benefit from is further research in investigating the impact of leadership in service delivery. It may be useful to compare the Ministry's commitment of Heads of Departments who are rated as effective and non-effective in relation to their application of good human resource management practices.
- This study again has exposed the need for further research on how performance appraisal, training and development and retention of competent and skilled labor force can play a significant role in enhancing productivity, mainly because the area of human resource management is versatile. This study was small and could not explore much on this subject. Such a study may also enlighten and direct future strategies of inspiring employees to be effective in their work.
- In this study, only one source, the employees and one method, the questionnaire, were used to address the research questions. The limitation of the single-source, single method approach could be overcome by performing a study that includes follow-up interviews with the respondents and other key stakeholders in the Ministry to ensure accuracy.
- Since this is a public office, empathy should be encouraged at all times because it enables the employees to be aware of and understanding others as well as being able to respond appropriately to others according to their reactions. It is also about the development of others, being sensitive to diversity and anticipating, identifying and meeting the needs of customers. Novelty should be allowed to develop in the Ministry of Home Affairs. This

will help employees know the Ministry's mission and objectives as clearly on display in every office. This will also help communication move freely up and down the executive echelons.

- The human resources department should adhere to dictates of corporate governance. The Ministry for Home Affairs should also find it indispensable that all employees are taken onboard on all issues that will bring about change in this public institution. Corporate governance will bring an understanding of roles each staff member play in the entire Ministry.

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APPENDICES

ANNEXTURE A: Questionnaire

Enquiries can be made at 24043565, Office # 530 Inter Ministerial Building, Ministry of Justice and Constitutional Affairs.

Purpose of the research

The major objective of this study is to evaluate the effects of human resource management practices in the Ministry of Home Affairs. Focus will be mainly on human resource planning, recruitment and selection, training and development, performance appraisal and promotion. The Ministry of Home Affairs has been selected as case study because of their mandate of providing essential basic services to the population.

Findings drawn from this study would help the Ministry of Home Affairs to develop a pragmatic and comprehensive human resource management practices to overcome the shortcomings that possibly prevail currently.

Instruction for completing questions

1. Please read carefully all the questions before any attempt to answer the questionnaire.
2. You are reminded that there is no right or wrong answers, answers are based on your experience you have in the Ministry of Home Affairs
3. Your individual opinion is required and group discussion is **NOT** allowed.
4. Confidentiality is guaranteed.

Please put a cross where appropriate and provide answers to the remainder of the questions.

QUESTIONS	Excellent	Good	Fairly	Poor
1. How would you rate the services provided by the Ministry of Home Affairs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. How do you think the Ministry of Home Affairs is dealing with customer queries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. How effective is the performance measurement system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How does information flow up and down the executive echelons?

Agree strongly Agree Disagree Strongly disagree

5. The Ministry of Home Affairs has a clear mission statement

6. Do you agree with the assertion that Staff members are recruited in a transparent and equitable manner?

7. The Ministry has enough personnel to carry out the mandate efficiently and effectively

8. The human resource department undertakes proper human resource planning for the Ministry

9. Members of staff possess the necessary skills to do their job

10. Skills audit is done and training recommended where necessary

11. Positions are advertised as they as they become vacant.

12. Recruitment and selection is based on merit.

13. Human resource department shortlist Applicants during interview

14. Background check is done in all recruits

15. Selection process is done in a fair manner.

16. Promotions are based on performance

17. What challenges does the Ministry of Home Affairs face with its current recruitment and selection processes?.....
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18. With resources available, how would you like to see new employees selected and recruited?.....
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19. Is the current performance management system (PMS) effective? Yes / No. if not what needs to be done to enhance performance appraisal?
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20. What challenges does the Ministry of Home Affairs face with its training and development programmes?
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I THANK YOU

