

The Role of Human Resource Managers in Results Based Management implementation in the Public Sector: The case of Ministry of National Housing and Social Amenities in Gweru, Zimbabwe

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Abstract

The research focused on the role of HR managers in Results Based Management (RBM) implementation in the public sector. RBM is a performance management approach that is aimed at achieving the organization's bottom-line. The purpose of the study is to establish, the role of HR in RBM implementation. If fully engaged from the onset, HR managers can go a long way in ensuring that positive results are derived from RBM. This study is significant in the sense that, RBM improves organisational effectiveness in the public sector. HR practitioners will gain valuable knowledge of the contemporary performance management approach which happens to be the epicenter of organisational effectiveness. Poor service delivery is the major problem which caused the Ministry of National Housing and Social Amenities (MNHSA) to implement RBM. The main objective of the research was to examine the role of HR practitioners in the successful implementation of RBM. The other objective was to identify the conditions necessary for RBM implementation. The research is qualitative in nature and the researcher used a sample size of 30 employees. The study established that, RBM is significant in enhancing organizational effectiveness. However, the role of HR practitioners proved to be crucial in the implementation of RBM at the organization provided the necessary conditions are in place. It was concluded that, the role of HR impacts positively on service delivery through the facilitation of RBM implementation. If HR practitioners spearhead this process, this will lead to the realization of organisational goals. Although, MNHSA is facing challenges in the successful implementation of RBM. RBM is useful and remains a strategic tool to managing performance provided all necessary conditions are available.

Keywords: human resource practitioner, results based management, performance management, organizational effectiveness, public sector.

INTRODUCTION

Performance management is the epicenter of organizational performance. Employee performances need to be managed in order to ensure that performance levels are consistent with the achievement of organizational goals. Pilbeam and Corbridge (2010) alluded that performance management is a process which is holistic as it entails the defining of organizational aims, team and individual objectives development, effective measurement and assessment of employee performance, the matching of rewards to good performance, the provision of feedback which is constructive and supportive mechanisms for employee development and acquisition of skills which are crucial for organizational success. Fay (1990) in Spangenberg (1994) alluded that performance management is a much broader concept than performance appraisal as it encompasses techniques used by managers to plan, direct and improve employee performance hence attainment of organizational objectives. There are a number of approaches which are at the disposal of organizations to manage their employees' performance. Ministry of

National Housing and Social Amenities employed R.B.M as an approach for assessing employees' performance. According to Binnendijk (2000) R.B.M is a contemporary performance management approach that is aiming at achieving greater efficiency, effectiveness, accountability and access to better services. It can also be explained as a broader management tool that aims at the achievement of crucial organizational transformation with improving performance as the major objectives.

The core business of civil servants is to serve the public. In actual fact the public sector according to Madhekeni (2012) is set up to fulfill a certain mission and achieve certain results that correspond to the specific needs of the populace. However, as alluded further by Madhekeni (2012) this is contrary with the public sector of Zimbabwe as it is facing the greatest challenge of service delivery due its poor performance management systems. The public's perception about the public service is not good because of its failure to produce tangible and demonstrable results and many people perceive the public sector especially government ministries as

uncaring and insensitive to the needs of the recipients of the services, hence the efforts by the public sector to implement results based management systems. Madhekeni (2012) further highlighted that the need for the government to provide more tangible and demonstrable results as well as the positive effects experienced by developed nations after implementing Results Based Management led to the growing pressures for developing countries to adopt the new system as a way of improving performance hence attainment of organizational effectiveness.

According to Scott et al (2008) R.B.M first originated in the private sector but was soon adopted by the public sector organizations in the western governments as a strategy by which calls for all organizational members to ensure that all their efforts contribute directly to the achievement of a set of objectives hence the attainment of desirable results. R.B.M rests clearly on defined accountability for results and requires monitoring and self- assessment of progress towards results, including reporting on performance.

The introduction of RBM aims at the improvement of management effectiveness and accountability through clearly explaining what realistic results are expected to be achieved, continuously monitoring progress against the expected results and integrating lessons learned when making management decisions and reporting on performance,(Dessler 2011). Thus as alluded by Weiner (2003) R.B.M's primary purpose is to improve efficiency and effectiveness through organizational learning and fulfilling accountability obligations through reporting of performance. It yields favorable results like among others total quality in service and product delivery, goal alignment , direct sharing since the individual goals are closely related or linked to the wider organizational objectives hence aligning performance with the organization's goals as well as ongoing feedback and coaching as well as developmental support and recognition. In the P.S.C report (2009) it is alluded that R.B.M avails a number of benefits for instance, more prudent resource allocation and usage, a coordinated approach to management , enhanced performance in terms of quality and timely service , value for money through cost effective measures and even improved public sector performance. Saldanha (1999) alluded that, through the implementation of RBM the focus would be on outcome that is the service impact not on how well the task is completed.

Weiner (2003) argued that, concern of the public for a more transparent and accountable government is contributing to the emergence of R.B.M in the public sector. The need for the government to integrate all government efforts and resources towards the efficient and effective achievement of focused results

has led to the adoption of R.B.M in Zimbabwe. The country has adopted this performance management approach as a result of a number of factors which the Government of Zimbabwe document on R.B.M programme (2005). These include among others, problem of resource constraints, the need for better quality and improved service delivery, the need for a more effective resource allocation, the pressures from the private sector for improved services and developed infrastructure and growth as well as the growing challenges of the globalised and competitive world.

For RBM to be successfully implemented and to yield the benefits of this system it calls for a conducive environment. Flint (2003) alluded that RBM implies and requires fundamental changes in the organisational culture. This then presses the need for the organisation to employ change management strategies such as, increasing awareness of the new system, establishing clear communication lines, training and even empowerment. Failure to change the organizational culture will then lead to resistance of change which is a challenge to the implementation of RBM. However it is also of importance to take note that change is a gradual process so it calls for enough time since it cannot be implemented over night. Also as alluded by Madhekeni (2012) if top management support is lacking implementing RBM would be a problem.

Binnendjik (2001) proposed that, there is need to develop a supportive mechanism so that RBM can be successfully implemented. This can be achieved by assisting employees to implement effectively performance measures and management process by providing appropriate training and technical assistance.

In every organization it is the human resource which is a key resource to the delivery of tangible results. According to Mulikita (2000) in order for RBM to work effectively best HR practices are crucial for example, the staff selection, compensation, career management, training and development need to be professionally managed and based on merit. In order for an employee to add value to the organization, one must be of high caliber fully equipped with the rightful skills that commensurate the delivery of expected results. Wilton (2011) argued that it is the HR practitioners who ensure that employees do have the key competencies that enable them to deliver the expected results.

All elements of HRM that include among others learning and development, reward, recruitment and selection, culture management, communication and involvement constitute mechanisms by which an organization can manage performance (Wilton

2011). In order to achieve this, the HR practitioners play a critical role of crafting HR policies and practices that are horizontally integrated, mutually supportive and constitute an integrated framework for employee and organizational improvement. UNDG (2010) elaborated that R.B.M is viewed as a life cycle starting with the elements of planning

which entails setting the vision and defining the results framework. Implementation then follows once the vision and results are agreed upon. Monitoring and evaluation provide invaluable information necessary for making decision and adjustments where necessary. The following diagram clearly illustrates this.



Fig 1 : Results Based Management Cycle

Source; United Nations Development Group (2010)

Weiner (2003) alluded that concerns of the public for a more transparent and accountable government are contributing to the emergence of R.B.M in the public sector. The need for the government to integrate all government efforts and resources towards the efficient and effective achievement of focused results has led to the adoption of R.B.M in Zimbabwe. The country has adopted this performance management approach as a result of a number of factors. These include, problem of resource constraints, the need for better quality and improved service delivery, the need for a more effective resource allocation, the pressures from the private sector for improved services and developed infrastructure and growth as well as the growing challenges of the globalized and competitive world, (Government of Zimbabwe document on R.B.M programme 2005).

The vision of Ministry of National Housing and Social Amenities is to provide sustainable human settlement in Zimbabwe. This vision according to the Client Charter of the organization entails the ministry to provide housing and social amenities infrastructure as well as mobilizing communities for the provision and maintenance of social amenities and infrastructure in rural and urban areas for example clinics, schools, dip tanks, roads, bridges, piped potable water supply schemes , rural electrification and sporting and recreation facilities. Though the ministry is failing to fully achieve this mandate due

to other factors beyond its control, service delivery is very poor.

Ministry of National Housing and Social Amenities is facing a great challenge of service delivery like any other government ministry. According to the MNHSA's Client Charter the organization is mandated with the provision of housing and social amenities so as to attain its vision of sustainable human settlement in Zimbabwe. Though the ministry is able to recruit and attract the rightful skill required, the focus is more on the completion of tasks and activities without giving attention to results and the costs associated with the achievement of the results. As a way of resolving this problem, R.B.M was then implemented in a bid to enhance performance and improve quality service.

Successful implementation of R.B.M depends much on the ability of the organisation to cultivate a results oriented management culture hence the need to adopt a new administrative and operational system. Though R.B.M is expected to yield a number of benefits in the Ministry of National Housing and Social Amenities it was adopted at such a time where the organization is engulfed in technological and economic crisis which are very crucial to the success of the new system. Also the bureaucratic nature of the organization poses to be a hindrance in the implementation of the new system hence the involvement of all stakeholders is crucial.

The main objective of the research is to examine the role of HR managers in RBM implementation. The other objective is to determine the conditions necessary to support R.B.M implementation in the public sector organization. The research findings will be of use in the improvement of performance management system hence organizational effectiveness will be attained. The clients will also be provided with clear insights on why there is poor service delivery in public sector organizations and the efforts made will assist the Government to improve on service delivery.

The research was guided by the goal setting theory. According to Robbins et al (2010), goal setting theory assumes that feedback on how well employees are progressing towards the achievement of their goals is definitely a road map for better employee performance since it helps them to identify discrepancies in terms of performance between actual performance and what they are supposed to do hence behavior is guided towards achievement of the organizational goals.

According to Lunenburg (2011) goals especially when they are challenging mobilize energy, lead to higher effort and increase persistent effort. Goals actually act as a motivator to perform the required goal levels. It is a pre-requisite to involve all employees in the setting of goals for RBM to be successful. Without employee involvement commitment of employees to the achievement of the goals set will never be secured hindering the RBM system to achieve its intended outcomes.

However Robbins et al (2010) highlighted that this theory does not work equally well on all tasks. Goals have a greater impact on performance if tasks are simple, well learned and independent. Not all tasks are simple, well learned and actually independent. Hence the researcher considers the Total Quality management Approach to validate the conceptual framework. Weber's (1920) theory on bureaucracy also guides the research. Weber (1920) in Schaefer (2006) conceived that bureaucracy can improve efficiency, accountability and reliability in administrative structures and stability within an organization. However, the bureaucratic structure as cited by Merton (1957) in Schaefer (2006) does have criticism that arises from the rigid structure which include, trained incapacity, goal displacement, the discouragement of innovation and adaptability to change. This then acts as a hindrance in the implementation of R.B.M in the Ministry of National Housing and Social Amenities.

MATERIALS AND METHODS

The researcher used qualitative research approach. Flick (2002) highlighted that qualitative research entails analyzing concrete cases in their temporal and

local particularity and starting from people's expressions and activities in their local context. Punch (1998) defines a research design as all issues involved in planning and carrying out a research project from identification of the problem through reporting and publishing results. The research design that was used is a case study. Goode and Hatt (1952) in Punch (1998) defined a case study refers to the way of organizing social data so as to protect the unitary character of the social object being studied

Punch (1998) defined a sampling frame as a complete list of all members under study. Gilbet (2005) defined a sample frame as a list of the members of the population under investigation. The sample was determined by the degree of accuracy and the availability of time. The sampling frame was 100 and sample size was 30. Both primary and secondary data were used in the research. The research instruments used to collect primary data were questionnaires and semi structured interviews. The researcher focused on the role of HR practitioners in RBM implementation in the public sector. The research was done in the Midlands province zeroing on Ministry of National Housing and Social Amenities in Gweru, Zimbabwe.

The limitations of the research are that, confidentiality of company information limited access to other information that was essential for the study such as monthly reports, progress reports. The researcher gave the organization the assurance that the data obtained is solely used academic purposes only. In addition the research is confined to only one parastatal therefore the results might not be conclusive.

RESULTS AND DISCUSSION

From the interviews two (2) human resource officers of junior management cited that RBM incites motivation through the participation and involvement of employees in the setting of organisational goals and also the fact that accountability for results is based on the individuals and employees are motivated to meet the targeted goals. The questionnaire indicated that one (1) junior management employee pointed that since all individual efforts are directed in one direction definitely organizational goals will be attained. The data obtained from the questionnaires highlighted that four (4) of the non-managerial staff agreed that through the setting of individual targets organizational goals are achieved. Two (2) of the non-managerial employees were in agreement that continuous training makes employees perfect for the attainment of organizational goals. One non-managerial respondent cited that through continuous monitoring of activities organizational goals are met. However four (4) non-managerial respondents failed to link how organizational goals are met through the implementation of RBM.

The questionnaires also indicated that two (2) respondents of the top management level added that with the implementation of RBM in the MNHSA productivity will also improve as well as improving the image of the organisation. The same instrument provided that one (1) senior human resource officer respondent in the middle management level alluded that human resource capacity building is enhanced through a series of training workshops, this in turn leads to organizational effectiveness. An increase in transparency and accountability was also cited by one respondent an auditor of the middle management as an advantage of implementing RBM this was obtained from the questionnaires.

From the interviews conducted with two top management respondents. They highlighted that, the bureaucratic structure of the organisation is not a fertile ground for the successful implementation of RBM since it does not allow full participation and involvement of all organisational members. The same instrument yielded that all the three middle managers perceived that the structure as a fertile ground for RBM as long as the resources are availed in their rightful numbers at rightful times to perform the expected tasks and three (3) of the junior managers highlighted that the bureaucratic structure of MNHSA is not a fertile ground for RBM. The accounting officer of the junior management who completed the questionnaires highlighted the structure is a fertile ground for RBM and lastly one artisan who is also junior manager failed to give an answer.

From the interview (1) of the top management respondents highlighted that stable economic and decentralization is of importance to the successful implementation of RBM and the other one (1) female respondent in the top management level added that increasing salaries is also equally important for the successful implementation of RBM. She further explained that if the economic situation is good, sound resources will be availed in time and in the right quantities and training will be carried out across all levels in the organization hence implementation would be successful and the benefits would be reaped. Using the same instrument all the respondents in the middle management were in agreement that availing enough resources is important in the implementation of RBM and two of the middle management employees concurred that training is of importance to the implementation of RBM.

From the data collected from the questionnaires most of the employees were not given enough training by the ministry. From this instrument one (1) of the top managers (the Provincial Head) feels that he cannot complain about the training given but still requires assistance and the other one clearly

highlighted that they were not given enough training on RBM. All the middle managers that is three responded to the questionnaire citing that they did not have enough training on RBM since the period for training was very short and added that training was centred on top management who were then supposed to equip others with the skills and knowledge on RBM but this was not the case

From the data collected from the questionnaires there is an overwhelming response on the role of HR practitioners in the implementation of RBM. One (1) of the respondents in the top management level cited that HR is responsible for facilitating training as well as assisting in the drafting of individual objectives and the other (one) responded added that the HR is responsible for advisory function in the implementation of the new system. From the middle management the researcher obtained that all the three respondents are of the view that HR is responsible for training in the implementation of RBM. From the questionnaires one (1) respondent added that advising is also a role played by the HR practitioners in the implementation of RBM, the other one (1) respondent added that giving assistance was also the role of HR whilst the other one (1) female respondent was of the view that the HR was also responsible for spearheading the new system. The same instrument yielded that two (2) of the respondents in the junior management pointed out that HR is responsible for playing the advisory role whilst one (1) respondent explained that training was the role of HR in the implementation of RBM, one (1) responded cited recruiting of talent as well as motivating employees and facilitating the implementation of RBM as the domain of HR. The other one (1) respondent an artisan failed completely to give an answer on the role of HR in the implementation of RBM. From the non – managerial staff the questionnaires provided data to the researcher that five (5) of them that concurred that HR assists in setting objectives, four (4) of them cited training as the role for HR, three (3) were in agreement that monitoring, motivation of staff and recruitment of staff were all the roles of HR in the implementation of RBM. From the interviews the same data was obtained but one female respondent of the junior management added that identification of training needs, requesting for financial resources to enable training and helping employees to identify their key results areas and objectives were all the roles of HR in the implementation of RBM.

R.B.M as a performance management system ensures that all the organizational processes, products and services effectively contribute to the attainment of desired organizational goals. Accountability for results, systematic monitoring, self – assessment and

reporting on progress are key features of R.B.M. Dessler (2011) defined R.B.M as a process which continuously seeks to identify, measure and develop both individual and team performance and matching their efforts with organizational goals. Mulikita (2000) alluded that RBM is a performance management approach aiming at achieving greater efficiency, effectiveness, accountability and access to improved services.

The researcher obtained that through the implementation of RBM management is in a position to plan for resources and be able to control such resources since they would be in a position to know the required resources which enable one to meet the set targets. Flint (2003) further argued that with RBM planning is clearly based on and tangible results enabling the organisation to know the conditions and the specific resources required to perform a certain task. This knowledge then will enable the organisation to curb corruption since no one would be in position to request resources not planned and budgeting and once the resources are availed outcomes would be expected.

With RBM in place the organisation is able to plan for targeted tasks only and if the tasks are not contributing to results through continuous feedback, the organisation will not financially support such tasks. This is in contrast when the organisation is only centered on the completion of tasks. There would be no consideration of the results or outcomes rather that attention is on the tasks that are completed whether they do not add value or even the costs associated with the completion of such task. This is supported by Flint (2003) who suggests RBM provides improved focus and prioritisation of all organisational work linking systematically activities carried by all employees. It also aid organizations in planning for its results.

Madhekeni (2012) alluded that traditionally accountability was very narrow as it was limited to inputs that is, what was bought and how wisely the money was spent. Attention was mostly given to the maintenance of ledger books in order hence providing little information about whether the intended outcomes and impacts are achieved. With the implementation of RBM the focus is now widened since emphasis is now more on the attainment of results and the impact of the activities of any government programmes on the society. RBM also calls for organisations to articulate how public funds are spent on services and products that have an impact on people's lives, monitor how effectively and efficiently these programmes work and take action to improve programme results.

Giving reference to the goal setting theory Colquitt, Lepine and Wesson (2001) alluded that goals are the

key drivers of intensity and persistence of effort. However goals need to be specific and difficult so as to achieve higher levels of performance. This is due to the fact that assigning specific and difficult goals shapes individual behavior since self-set goals enables people to monitor their own task progress. Absence of assigned goals or being assigned easy goals will never incite motivation on the part of the employee. However goals should not be too realistic because they result in demotivation in the attainment of such goals. With RBM all employees are aware of what to do since they participate in the setting of goals.

Improving service delivery was cited by 80% respondents as the major reason behind the adoption of RBM. RBM leads to the improvement of organisational effectiveness and the need to achieve maximum value for money. Werner (2003) alluded that the need for a more transparent and accountable governance, the ever rising national account deficits as well as loss of confidence in political leadership are the reasons behind the adoption of RBM specifically in public institutions.

Conditions Necessary for RBM Implementation

For RBM to be successfully implemented and to yield some benefits, a conducive environment must be established. Flint (2003) alluded that RBM implies and requires fundamental changes in the organisational culture. There is need to cultivate a culture that is results oriented. Wilton (2011) alluded that one of the key levers for improving individual performance is the management of organizational culture. Culture as defined by Mullins (1993) in Wilton (2011) is the collection of deeply held values, traditions, beliefs, policies, and attitudes that influence the way employees behave in an organization. So it is clear that culture determines the way work is performed, how people interact and what behaviors are encouraged and discouraged. It is therefore of paramount importance to inculcate a culture which is results oriented. However, this is not the case with MNHSA since the organization is still centered on the bureaucratic culture which is rigid and impedes successful RBM implementation.

Binnendijk (2001) argued that for RBM to be successfully implemented and for the organisation to reap its benefits there is need for the organisation to cultivate a culture of commitment, honesty and open reporting, re-orientation towards the achievement of results as well as encouraging a learning culture that is grounded in evaluation. Within the Ministry due to politics in the reporting of actual performance RBM would be hindered. Thus RBM calls for fundamental change in management culture.

Binnendijk (2001) further highlighted that, there is need to empower line managers and supervisors through devolvement, in other words those who appraise performance so that when they are empowered they would be in a position to make corrective action without referring every issue to top management and mostly who are stationed at the head office. This then poses as a challenge to the MNHSA since the organisational structure is not conducive enough for the empowerment of line managers. From the research the researcher also discovered that the ministry's mechanistic structure is not a fertile ground for the successful implementation of RBM as a performance management approach.

Still on the organisational structure not being fertile ground for RBM implementation, the new performance approach calls for the monitoring and evaluation of results and performance closer to the actual scene of action (Madhekeni 2012). Decentralisation enables results to be assessed either at provincial or district level which is not the case with the MNHSA. This then poses as a challenge in the implementation of RBM. According to Wilton (2011), bureaucratic performance management systems make goals inflexible inhibiting continuous improving.

Binnendijk (2001) further highlighted the adoption of RBM implies that clients and customers are the guiding forces in the execution of tasks and activities. This then means that the organisation must have a customer centric culture so that customers would be satisfied with the goods and services provided. So in order to fully satisfy the needs of the customers the organisation must be able to respond to the need of the clients. But given the bureaucratic structure of the organisation adapting to changing demands of clients would be very impossible consequently hindering the effectiveness of the new system of managing performance. According to Schaefer (2006) religiously following rules in bureaucratic administrations is blamed as the major reason for poor efficiency since accomplishment can be lost in favor of strict adherence to rules

The economic instability leads to the unavailability of resources. Madhekeni (2012) highlighted that as a result of the unavailability of resources training initiatives were hampered which capacitates all employees to be conversant of the new system of appraising performance. In particular financial resources hinder outreach training programs to be fully executed. From the research a number of respondents cited that training has to a greater extent been limited to top officials and heads of departments although the top officials also highlighted that the training done was inadequate.

This then makes it impossible for RBM to be fully executed. From the non-managerial staff a number of employees also highlighted that they are not able to draft their own objectives and others were not in a position to define RBM at all because training was lacking. Thus the MNHSA employed a top-down approach in the implementation of RBM which is not ideal if full benefits are to be yielded. Mulikita (2000) alluded that the top-down approach is a powerful exclusionary mechanism leading to lack of commitment at shop level since the non-managerial staff will perceive it as, 'someone else's business'.

Giving reference to the Terminal Evaluation Report of 2006-2007, Madhekeni (2012) echoed the same sentiments highlighting that without buy-in from other top management levels like ministers, parliamentarians and commissioners RBM implementation would be a problem. From the research, data collected demonstrated that even the top management was not given enough training and without enough training resistant is usually the consequence hence commitment will never be obtained. Mulikita (2000) alluded that senior management commitment is crucial for the success of RBM because it is their full support, commitment and active participation that set the tone for the entire organisation. Therefore it is of paramount importance to provide training on RBM to top management so that they fully understand and appreciate what managing for results is all about.

Politics of administration also posed as a challenge in the implementation of RBM in the MNHSA. From the research one of the male respondent in the junior management level clearly pointed that, politics proves to be a challenge especially when reporting for actual performance since there is information regarded as confidential and must not be reported to the public as it is. This then gives a leeway for subjective ratings and reporting so as for one to be safe. According to Madhekeni (2012) politics challenge the implementation of RBM in that the suspicion, mistrust and confidentiality ridden environments make it difficult if not impossible for objective, independent and timely reporting to be executed. So the norm of prioritizing political issues in MNHSA jeopardizes the implementation of RBM since objectivity, transparency and honest reporting are key pillars that support RBM implementation.

Data collected from the field suggests that economic stability, political stability, decentralization, good reward management and the need for the organisation to be technologically advanced are necessary conditions for the successful implementation of RBM. If the

economic situation is stable it enables resources to be availed in time and in right quantities as well as payment of competitive salaries which will then cascade down to quality service delivery. Also if the economic situation is good and sound the MNHSA will be in a position to acquire and to keep abreast with the technological advances which is necessary for the successful implementation of RBM. On the other hand political stability enables timeous, objective, honest and transparent reporting of performance information. Decentralization is also of paramount importance as it allows line managers to make adjustments where necessary without reporting to the head office. It also allows employees to fully participate and be involved in the operations of the organisation. A good reward management system will motivate employees to work towards the achievement of set goals.

Mulikita (2000) alluded that partnerships are of paramount importance. It is necessary to involve all major stakeholders in defining expected results and providing feedback on progress in order for RBM to be successfully implemented. This presses the need for organisations to involve all employees in the setting of their individual objectives. Without involving employees in the setting of goals the organisation may end up failing to meet its organisational goals. According to UNDP (2009) RBM reinforces partnerships as it shifts the focus of the organisation from outputs mostly produced by one organisation to outcomes which necessarily require collaboration of many groups. Werner (2003) further alluded that for RBM to be successfully implemented it calls for mutually beneficial partnership relationships built on the foundation of trust among stakeholders involved.

Simplicity according to UNDP (2009) is also a necessary condition for the successful implementation of RBM. Indicators used to measure progress should be easy to understand and simple to apply. Also there is need to focus on a limited number of results within a specific time frame. According to Saldanha (1999) political and leadership commitment are necessary pre conditions for the successful implementation of RBM.

According to CIDA (1999) for RBM to be a success it is a necessity for organisations to formulate a clear vision of the missions to be fulfilled, plan the implementation of activities leading to the fulfillment of such missions, evaluate regularly the implementation of activities, measure performance, productivity and results achieved and examine the impact produced from an economic, social and technical point of view. RBM to successfully reap its fruits there is need to monitor progress regularly, measure results and learn from

experience and make adjustments where necessary in order to improve performance.

The Role of HRM in RBM Implementation

Human resource practitioners are key in the implementation of RBM. From the data collected the researcher discovered that it is the HR practitioners who are responsible for facilitating the training of all employees given that they are provided with the necessary resources. They are also responsible for aiding all employees in drafting their objectives and to assist in the review of employee performance.

Human resources are the key levers who unlock the potential of an organization through the delivery of tangible results. According to Mulikita (2000) RBM can work effectively if HR best practices for instance; the staff selection, compensation, career management, training and development are executed professionally and based on merit. In order for an employee to be accountable for results the employees must be of the highest caliber fully equipped with the rightful skills enabling them to be responsive to the expected results. Wilton (2011) argued that it is the HR practitioners that ensure that employees have the key competencies that enable them to deliver the expected results. Thus to Mulikita (2000) the recruitment and selection of staff must be managed in a professional manner and should be free from any political pressures and influence. In order to achieve this recruitment and selection, promotions, career management and all other HR duties must be guided by the HR best practices.

According to Wilton (2011), it is the HR practitioners who play the key role in determining, shaping and managing a desirable corporate culture. Through the management of organizational culture, the HR practitioners encourage employees to internalize organizational values, attitudes and strengthen their association with the organization.

All elements of HRM that include; learning and development, reward, recruitment and selection, culture management, communication and involvement constitute mechanisms by which an organization can manage performance (Wilton 2011). In order to achieve this, the HR practitioners play a critical role of crafting HR policies and practices that are horizontally integrated, mutually supportive and constitute on integrated framework for employee and organizational improvement. Thus as cited by Flint (2003), RBM is not possible without HRM. If the staff selection, compensation and career management decisions are based on non-merit principles and if the employees perceive unfairness in terms of their efforts vis-à-vis rewards there would be hardly any motivation that incite

excellence in performance. Therefore it is vital to manage employee selection, rewards and promotions in a professional and transparent manner and most importantly not mixing it with political pressures and influence.

RECOMMENDATIONS

- For RBM as a performance management approach to achieve organizational effectiveness, it is imperative to provide enough training to all employees in the organization. Limiting training to top management will lead to loss of commitment on shop floor workers. Also training increases awareness of the concept making it easier for the concept to be appreciated and accepted by all employees. It is therefore the task of HR managers to ensure that training has been done to all levels.
- For RBM as a performance management approach to be successfully implemented so as to reap its benefits fully and achieve organizational effectiveness there is need for management systems that support the systematic collection, recording, analysis and reporting of performance information.
- Commitment at the highest organizational level is a prerequisite for RBM to be successfully implemented. From the study, the researcher obtained that the MNHSA faces the challenge of lack of leadership support and resistance to change by these senior officials. Commitment at all levels will incite lower levels to be committed as well. Also leadership support is important since absence of it will negate the successful implementation of RBM.
- Findings indicate that MNHSA faces resource allocation constraints and this would in turn pose as a challenge in the execution of tasks. Therefore it is of importance to have effective resource allocation so that the expected results can be obtained.

CONCLUSION

From the research carried out, findings indicate that RBM as a performance management approach is a new concept and if implemented successfully does have a number of benefits to the organization such as increased employee commitment to the achievement of goals, transparency and accountability, elimination of corruption, ability to track progress, gaining maximum value for money, improving organizational image as well as enhancing organizational effectiveness. The research indicated that the role of HR managers is crucial in the implementation of RBM. The necessary conditions have to be available for RBM to be successfully implemented and to deliver favorable results to the organisation. The MNHSA has faced challenges in the implementation of

RBM. These challenges include; lack of resources, lack of training, organizational structure, poor salaries leading to demotivation of employees hence compromising service delivery. The challenges faced by the MNHSA incapacitated the organization to effectively implement RBM and to reap any meaningful benefits. Thus although the approach proved to be useful in theory and in some cases, MNHSA is yet to reap tangible results from the implementation of RBM. This does not mean that RBM as a performance management approach is not useful; it still remains an indispensable tool for managing performance given that all the necessary conditions are present.

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