

STAFF RETENTION REALITIES AT ZIMBABWE REVENUE AUTHORITY (ZINARA) MANICALAND REGION, ZIMBABWE

Chikwature Whatmore

Mutare Polytechnic, Zimbabwe
E-mail: whatmorec@gmail.com

&

Makamache Wiklef

ZRP-Manicaland Provincial Headquarters
E-mail: wiklefma@yahoo.com

ABSTRACT

It is recognised that people are a key organisational resource. Central to this view is the importance of Strategic Human Resource Management. The study is an analysis of the Staff retention realities at Zimbabwe Revenue Authority (ZINARA) Manicaland Region, Zimbabwe. Mixed approach was also employed to improve the quality of findings in this research. A case study research design was used. The sample had 20 ZINARA staff members. Research instruments used in the collection of data were the questionnaires, interview schedules. Primary employee retention strategies have to do with creating and maintaining a workplace that attracts, retains and nourishes good people. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures. The research revealed that to retain employees, the institution compensation plan needs to incorporate the compensation strategies cautiously though. The research recommended that ZINARA, Manicaland should provide compensation for service failures for example cash discounts ZINARA, Manicaland should prove to staff members that they are valuable and that they are trying to make up for their inconvenience or loss. The value or degree of your atonement should equal the customer's loss in time, money, energy, or frustration.

Keywords: Staff retention, Zimbabwe Revenue Authorities, Human Resource Management.

1.0 INTRODUCTION

Over the last two decades there has been a significant shift in thinking regarding the role that people play in the success of businesses. Increasingly, it is recognised that people are a key organisational resource. Central to this view is the importance of strategic Human Resource Management. In effect this implies an integrated approach to staff retention policy and practice. Gratton (1999) suggests that this integration needs to take place at two levels horizontal (the need for integration between the various staff retention interventions) and vertical integration (the need for integration between business strategy and staff retention strategy). In practice, this means that staff retention units need to assess the knowledge, skills and abilities required by the organisation to operate successfully, and institute staffing, performance management, reward, training and development policies to meet those needs (Holbeche, 2001, p. 13). In a strategic staff retention approach the priorities of SR should be the same as those of the business in

general rather than a separate set of objectives. It is maintained that this approach leads to employees being better-managed and as a result better organisational performance. Translating business objectives into staff retention objectives can initially prove challenging for organisations. Areas likely to prove relevant include the attraction, development and retention of talent, the promotion of quality management and enabling high performance across the civil service. This section gives a range of examples of the types of objectives that might be prioritised in relation to these themes. In assisting an organisation to meet its corporate objectives, it has been claimed that staff retention leads to competitive advantage. According to Ulrich, those HR attributes generally regarded as crucial to the implementation of a firm's competitive strategy, for example, a capable and committed workforce, the development of employee competencies or an excellent training system are precisely the sort of qualities that are difficult to imitate and are therefore a prime source of sustainable competitive potential Gombakomba, J, Oyedele V, Chikwature W and Oyedele O (2017). In describing staff retention, the literature highlights the ways in which it differs from technical staff retention. This distinction is also sometimes expressed as the differences between 'hard' and 'soft' approaches to staff retention (Storey, 1989). The former emphasises that people are important resources through which organisations achieve competitive advantage. These resources have therefore to be acquired, developed and deployed in ways that will benefit the organisation. In contrast, 'soft' SRS focuses on 'a high-commitment, high-performance approach to the management of people Jeevan Jyoti and Asha Rani, (2015),'. According to Armstrong and Baron, the development of such an approach requires a strong focus on organisational culture. It can only be achieved through a range of initiatives aimed at enhancing involvement, communication and commitment. The study focused on the strategies used in staff retention at ZINARA, Manicaland. In a strategic staff retention approach the priorities of Staff Retention should be the same as those of the business in general rather than a separate set of objectives. It is maintained that this approach leads to employees being better-managed and as a result better organisational performance. Translating business objectives into staff retention objectives can initially prove challenging for organisations though. The objectives of the study were to identify the staff retention strategic human resources management practices used, to assess the effectiveness of the staff retention strategies used at ZINARA, Manicaland, to ascertain the challenges faced by ZINARA, Manicaland in staff retention and to minimise the challenges faced in staff retention at ZINARA, Manicaland. The findings of this research could serve as inputs for the college management to plan and organize various programmes aiming to improve its service delivery efficiency. The researcher is interested in finding out appropriate and effective retention strategies to adopt if high effective service delivery is to be achieved. The research will benefit ZINARA, Manicaland Managers by equipping them with appropriate strategies for survival under turbulent labour market environment. Employees will as well benefit since successes of the business ensures job security for employees and better working conditions. This research was carried out at ZINARA, in Manicaland Province in Zimbabwe. Primary employee retention strategies at ZINARA, Manicaland have to do with creating and maintaining a workplace that attracts, retains and nourishes good people. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures.

The link between strategic HR and competitive advantage was noted above. Mathimaran & Kumar (2017) confirm this, describing the focus of HR strategy as 'straightforward ... Its aim

being to maximise the contribution of HR to the creation of sustained competitive advantage, thereby creating value for shareholders (p. 13)'. This assumption that HR 'adds value' is one that most HR practitioners would accept intuitively. However, the challenge in many organisations is to prove this case to management, against a background where, typically, the drive for profitability leads to a focus on widening the gap between revenue and costs. Furthermore, the impact of this on employees has 'often entailed restructuring, downsizing, revising work practices and replacing human skills with technological solutions Jeroen Stouten and Denise M. Rousseau (2018)'. Mathimaran & Kumar (2017) articulate this dilemma well when they suggest that the challenge for HRM is to become numerator managers, contributing to top-line growth, rather than denominator managers, cutting costs and reducing overheads.

An important aspect of this debate is showing how the impact of effective people management on performance might be assessed. This requires moving away from reliance solely on financial measures of organisational success. In this regard, holistic frameworks such as Kaplan and Norton's Balanced Scorecard (2010), which seeks to judge performance on the basis of a range of indicators, are particularly helpful. A further useful approach is to know how well your HR provisions compare with good staff retention elsewhere. This type of benchmarking can be a useful means of finding out the impact of HR in different contexts. Finally, levels of employee commitment and motivation are key determinants of employee productivity. Consequently, evidence of a positive correlation between HR activities and employee satisfaction represents an important indicator of HR 'added value'.

The Chartered Institute of Personnel and Development (CIPD) commissioned research to examine the impact of HR on performance. The resulting publication, *People and Performance: Unlocking the Black Box* (Purcell et al, 2003), notes that organisations which support their employees by developing effective policies based on ability, motivation and opportunity will create higher levels of organisational commitment, productivity and job satisfaction. Based on quantitative research in a range of British companies regarded as to the fore in respect to HRM1, the CIPD researchers identified the HR policies that seemed particularly influential in helping to generate organisational commitment. The key policy areas, in descending order of importance, were:

- career development
- training opportunities
- job influence and challenge
- involvement
- appraisal processes
- work

The paper explores the human Resource Development function under the Public Sector Reform Program in Tanzania. It is observed that the human resource development function is one of the important subjects of attention in the Public Sector Reform Program and this encompasses the development of the capacity to accept, adopt and implement specific elements of the program. It also involves efforts to enhance and develop requisite abilities and aptitudes in terms of skills, knowledge, attitudes, and behaviours. In addition, it has entailed the enhancement of individual abilities of staff as well as introduction and improvement of systems and process. The paper demonstrates the synergy between the different human resource tools as tools and processes. It

also shows how Competency Frameworks as practical tools to guide HR development have been given a pivotal position in order to provide a mechanism through which other HR development processes can be appropriately implemented. Furthermore, it is argued that the best way to develop staff in the Public Service is to adopt career sensitive system for HR development supported by a merit based recruitment and supporting planning for succession. Nonetheless, the importance of on-job training is underscored and attention is drawn to the need to give it the recognition it rightly deserves balance. The report emphasises particularly that pay was not regarded as a primary motivating factor in any of the companies in the study, all of which were trying to be progressive in respect to HR.

A further key finding of the Purcell et al research is the importance of implementing HR policies effectively. The authors note that employees experience more negative attitudes towards poorly applied HR policies than they do over the absence of a particular procedure, even those that might be regarded as essential, for example performance reviews. However, confirming Ulrich's theories in respect of HR and competitive advantage, good HR policies are not enough. The facilitation of better organisation performance by HR has two components. One is about recruiting, developing and retaining good people and, as noted above, is where traditional HR policies are particularly valuable. However, what makes a bigger difference is 'the way people work together to be productive and flexible enough to meet new challenges' (Purcell et al, 2003, p.32). This is facilitated by two key ingredients organisation values and culture, and the attitude of line managers. Meaningful and easily understood organisation values help to unite an organisation around a shared mission. However, particularly critical is the role that line managers play in bringing HR policies to life:

Their managerial behaviour in implementing HR policies, in showing leadership by involving staff and responding to their suggestions; and in controlling quality, timekeeping and absence makes a real difference to employees' attitudes. It's not something that can be legislated for because it's behaviour rather than a duty. It's strongly linked to the way that the line managers are themselves managed and to the wider values and culture of the organisation (Purcell et al, 2003, p.33).

In summary, the way in which managers implement HR policies and exercise leadership is strongly related to positive employee views in respect of a range of issues that facilitate motivation and productivity (e.g. worker-management relations, reward and recognition, coaching and guidance, communication and quality control).

A study was also undertaken which explores staff retention function under the Public Sector Reform Program in Tanzania. It is observed that the human resource development function is one of the important subjects of attention in the Public Sector Reform Program and this encompasses the development of the capacity to accept, adopt and implement specific elements of the program. It also involves efforts to enhance and develop requisite abilities and aptitudes in terms of skills, knowledge, attitudes, and behaviours. In addition, it has entailed the enhancement of individual abilities of staff as well as introduction and improvement of systems and process. The paper demonstrates the synergy between the different human resource tools as tools and processes. It also shows how Competency Frameworks as practical tools to guide HR

development have been given a pivotal position in order to provide a mechanism through which other HR development processes can be appropriately implemented. Furthermore, it is argued that the best way to develop staff in the Public Service is to adopt career sensitive system for HR development supported by a merit based recruitment and supporting planning for succession. Nonetheless, the importance of on-job training is underscored and attention is drawn to the need to give it the recognition it rightly deserves.

Despite several declarations by Principals at Polytechnics that human resources (HR) is their greatest asset, the situation on the ground in government does not portray this scenario. With the exception of those departments where staff retention policies have been crafted and are implemented professionally the majority of departments have no staff retention to talk about. This has led to frustration especially for most HR professionals. There are number of reasons why such a situation is prevalent in the civil service. The first reason why strategic human resources as a function is sometimes neglected has been to have to do with the calibre of people manning this function. The majority of people who are in human resources or leading this function do not have the relevant competencies required to run this function. Some have the qualifications including MBAs but they do not have the foundational competencies to run the SHR function in the civil service. It would seem people who have failed in other departments finally find their way into the human resources department. Effectively the human resources department has become a dumping ground for those who have failed elsewhere. How can colleagues take this function seriously? What they know is that half the time the department is manned by incompetent people. This has even extended to consulting, where individuals who have failed in their functions then decide to run consulting firms to advise corporate on human resources. How can someone be a consultant when they do not have the skills in the first place? The major reason why human resources seems to be the easier profession is that there are no national standards to follow in terms of both competencies and qualification. Most of the people coming out of the current training institutions are too “raw” to lead n SHR function. In some instances they do not have the natural competencies needed to be successful as SHR professionals. Instead of training competent SHR professionals, most institutions are training management. A successful SHR professional needs to have foundational competencies such as organisational development, reward management and change management skills. These skills when supported by business management skills will add a lot of value in public sector. My rough assessment of people manning human resources functions is that over 70 per cent do not have the foundational competencies needed to run a successful SHR function in support of the business. Most SHR professionals get challenged by colleagues especially those who have done MBAs because their knowledge of the function is limited. This is one profession where failures from elsewhere are easily accepted. The second reason why the human resources function is struggling with credibility problems is because of the structure of the reporting lines. In organisations especially those that have no appreciation of the importance of a vibrant SHR function, the human resources function is normally a “cousin” of finance. The SHR function is made to report to finance person or administration function. With such a reporting structure the SHR function will not deliver. Apart from demoralising the person running the SHR function it also creates the impression that human resources issues are not important. In such situations the head of finance or administration is clueless on SHR issues and hardly listens to the HR person. If you are a manager with such a dubious structure, you are suffocating the SHR function to the detriment of the civil service. Strategic Human resources issues should top the priority list of every competent

manager. Instead of the SHR function reporting via other” destinations” best practices indicate that it should report directly to the manager regardless of the size of the department. The SHR function must have access to the manager whenever there are issues to be discussed. It may help those that doubt this practice to look at structures of most successful international organisations. There is a general misconception that all positions that report to the manager are of higher value. The reporting structure is meant to support business strategy. It has nothing to do with earning capacity which can be handled through other human resources mechanisms. The fear for most managers is that if they allow the SHR function to report to them directly they would demand more money and benefits. I do not believe that people should be paid simply because they occupy a certain position, but because they are delivering. If the staff retention strategies function like any other function is delivering it must get the recognition due to it. The other biggest threat to the credibility of the strategic human resources function is that human resources professionals allow line managers and in particular senior executives to flout government policies and procedures. Out of desperation to hang on to their jobs some HR professionals systematically allow inconsistent application of human resources policies to suit individuals.

Some of the most abused SHR policies cover recruitment, promotion and salary increases. A sure way to gain credibility is for the SHR professionals to consistently defend and apply human resources policies without fear or favour. It may mean even resigning if there is deliberate abuse of human resources policies even if it is by the manager. Some of the corporate scandals witnessed locally and internationally are as a result of non-compliance with policies. The human resources function’s credibility problem can be solved if those charged with training human resources professionals refocus their curriculum to the needs of clients. Human resources professionals like other professions must have minimum standards in terms of competencies and not just qualifications.

2.0 Materials and Methods

Qualitative and quantitative approach was also employed to improve the quality of findings from this research. A case study research design was used as the researcher was a ZINARA staff member in the same province of Manicaland. The main reason for employing this approach was to make the findings as close to being accurate as possible by way of handling extraneous variables well, and enhances the validity of findings. Research instruments used in the collection of data were the questionnaires, interview schedules, observations (naturalistic observation). Questionnaires were used in this study because all subjects were literate. Questionnaires ensured uniformity of questions asked. The researcher also used interviews to collect data from employees and college administration. This method has the advantage cited by Tejumade Omowumi Siyanbola Obafemi Awolowo (2015) as that of offering flexibility in that the interviewer had the opportunity to observe the subjects and the total situation. Observation tool was also used specifically on employees. This is a method of recording condition, events, and activities through looking not asking as employees are often sensitive on matters of incentives if asked. In order to foster an environment that motivates and stimulates employees, managers need to incorporate motivation-building practices into their corporate culture. These practices include listening to employees and respecting their opinions, basing rewards on performance, and being available to them for everything from listening to their ideas and concerns to assisting them with their career advancement. Employees need to feel valued and appreciated, be given feedback, provided with growth opportunities, be given work-life balance options, and have trust and

confidence in their leaders. Research also showed that some of the inexhaustible preventive staff retention measures are: provision of growth opportunities transparently, institutions should show appreciation via compensation and benefits, encouraging referrals and recruiting from within, foster trust and confidence in senior leaders and foster trust and confidence in senior leaders. The researcher obtained informative responses from respondents and managed to come with conclusions summarized in sections.

3.0 RESULTS AND DISCUSSION

Population of respondents

Questionnaire and Interview Response

Table 1: Response Rate N =20

	Interviews planned	Interviews held	Response Rate%
Male	15	15	100
Female	05	05	100
Total	20	20	100

In the process of collecting data from the field the researcher issued a total of 20 interviews held to the participants. The 20 interviews held with the respondents-staff and management at ZINARA , Manicaland. For the interviewed respondents there were twenty boys and twenty girls. All the ten possible interviews held were returned from the 10 different respondents they were delivered to, leading to 100% response rate.

Age of the respondents

N=20

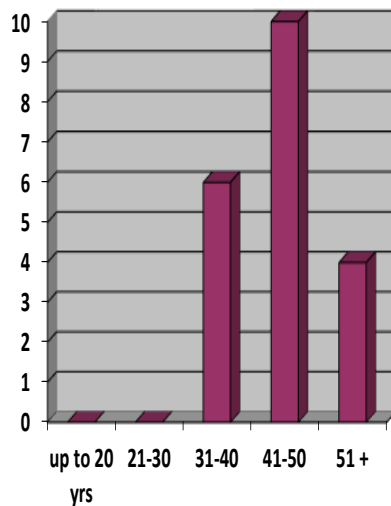


Figure 1 Age of the respondents

As shown in figure 1 above shows that the majority of respondents are between age range of 41-50. This means the majority of the respondents are mature and experienced in issues relating to employee retention. It should however be noted that there might be sex bias since the majority of the respondents were females.

Levels of education of the respondents

As shown in the table 3 below, 6 respondents (60%) indicated that they have attended school up to certificate/diploma Level. Only 4 of the respondents had acquired university degree level in their education constituting to the 20 % of the respondents.

Table 2: Showing the levels of education of the respondents N=20

	Primary level	Secondary level	Diploma/certificate	Degree
Male	0	3	8	4
Female	0	1	3	1
Total	0	4	11	5

Only 5 of the respondents were degree holders. It is the reality that cannot be argued that education opens the mind. Thus the quality of education a respondent has an effect on his or her analysis of the retention system used at the station. Documentary analysis revealed that those with basic qualifications had many years working at the same station. Those who were in this group

Marital status of respondents

Table 3 Marital status of respondents N=20

Marital status	Frequency	Percentage
married	10	50%
widowed	06	30%
Single	04	20%
Total	20	100%

According to table 3 above showing the marital status of the respondents 50% of the respondents indicated that they were married while 30% of the respondents indicated that they were widowed while 20% of the respondents indicated that they are single. This means the bigger percentage of the respondents are married members. This has an effect on the perception of child abuse as they already had children and some had grand children.

Staff retention strategic human resources management practices used by ZINARA

Best-practice organizations work to help individuals plan to stay with the organization — to plan their careers with the organization. The key is to guide the employees in mapping out how they can attain their career goals within your mission hospital. According to figure 3 below, 35% (7) of the respondents indicated that the work environment is critical in the staff retention capacity in an organization. This means the primary employee retention strategies have to do with creating and maintaining a workplace that attracts, retains and nourishes good people. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures.

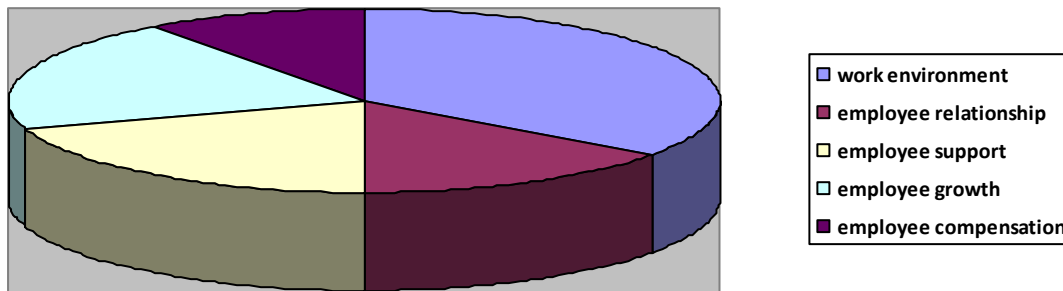


Figure 3: Staff retention strategic human resources management practices used by ZINARA

On employee support strategies 20% (4) of the respondents indicated that employee support strategies are prime in keeping workers at ZINARA , Manicaland. Employee support strategies involve giving people the tools and equipment to get the job done. When people feel they have what they need to perform, job satisfaction increases dramatically. Employee support strategies start with you and your ZINARA , Manicaland management' attitudes. Does the ZINARA , Manicaland administrator see employees merely as cogs in a wheel, or as valuable resources that make the mission hospital go? Does he expect high performance or mediocrity from employees? Information is another key area in employee support strategies. The more information you give people about what they are doing, what the department is about and why you do things the way you do, the more valuable it becomes. On employee relationship strategies, 15% (3) of the respondents showed that they favour employee relationship strategies as the most important way. Employee relationship strategies have to do with how you treat your people and how they treat each other. Developing effective employee relationship strategies begins with three basic steps: Give ZINARA, Manicaland management and supervisors plenty of relationship training, Ask employees why they work for you and once you have the information about why people work for you, ask: "What can we do to make things even better around here?" it needs to be recognised that people work for their supervisor, not institutions or companies. Their pay slips may say "Mission hospital in Manicaland", but their primary work relationship is with their supervisor. If the supervisors have the knowledge, training and sensitivity to work effectively with employees on an individual level, they will probably get the bonding they need to retain employees. On employee growth strategies 20% (4) respondents indicated that in-house curriculum for skills training and development. Employee growth strategies deal with personal and professional growth. Good employees want to develop new knowledge and skills in order to improve their value in the marketplace and enhance their own self-esteem. When the ZINARA management offers these kinds of learning opportunities, it sets the employer apart from other employers and shows that he/she truly cares about the employees.

One interviewed respondent had this to say:

Companies should organise and structure employee training so that it makes sense for ZINARA, Manicaland and the individuals who work for you. Take time to explore your employees' different needs and the best way to meet those needs. There are many ways to help your people with personal growth that not only make a difference in their lives, but bond them more closely to the organisation.

According to this revelation, it's one thing to provide training that helps employees to do a better job because department benefits from it. It's another thing altogether to offer education on how employees can improve their lives. They don't expect that. It shows that the employer cares about them as people, not just as workers who can make money for him/her. Training employees reinforces their sense of value (Chabaya, 2015). There are significant relationships between human resources training and perceived performance of employees and human resources training had significant impacts on perceived performance of employees, Burhan Abdulhali and Ebru Aykan (2016). On employee compensation strategies 10% (2) indicated that it is keeping them at ZINARA , Manicaland. Effective employee compensation strategies stem from one fundamental principle: money alone will not retain most employees. In the old days, companies essentially paid people for their time. Today, more and more companies pay for performance – in every position, not just sales. To retain employees, the institution compensation plan needs to incorporate this trend. When people exceed expectations, give them a bonus. It helps to lay the plan out ahead of time so that employees understand your expectations and know what they have to do to get the bonus. But make sure you base it on predefined profit goals, so that the employer don't pay out if the mission hospital doesn't make money. According to observed data however it was noted that this strategy has been abused and acted as the worst demotivator to the employees especially in the instances where the supervisor is rated lowly by the ZINARA , Manicaland management and comes back with subjective rating to her/his subordinates thereby creating friction amongst department members. Also young and ambitious members are subjected to low rating that they don't get the work compensation they deserve and possibly the due recognition for professional upgrade, but remain in the lower and subordinate levels of the professional ladder.

One of the interviewed respondent had this to say:

Keep in mind that employee compensation constitutes only one piece of the puzzle. If all the other pieces – the environmental, relationship, support and growth strategies – don't fit together into one interlocking whole, you won't be able to pay people enough to work for you. In today's market, employees have control. They say: "You're lucky to have me working for you." If you don't believe that and treat them accordingly, they will quickly find another employer who will.

This proves how important employee compensation strategy is. Pay-for-performance plans come in a variety of shapes and sizes, but they all involve two basic activities: defining the job and checking performance against expectations. If an institution is not offering some type of incentive or pay-for-performance plan, it is putting its organisation at a terrible disadvantage.

Effectiveness of the staff retention strategies used by ZINARA

On the effectiveness of the staff retention strategies the reactions were mixed and varied. Every employee is motivated by different things, and retention strategies thus need to be tailored down to the individual level. Thus the effectiveness of the staff retention strategy depends solely on individual perceptions and attitudes. According to figure 4 below, those who indicated that the staff retention strategies used at ZINARA , Manicaland are very effective is 5% (1) of the total respondents of the possible 20. Those who indicated that they are effective are 15% (3). This by in large shows that the staff retention strategies being used are not working out according to the research findings.

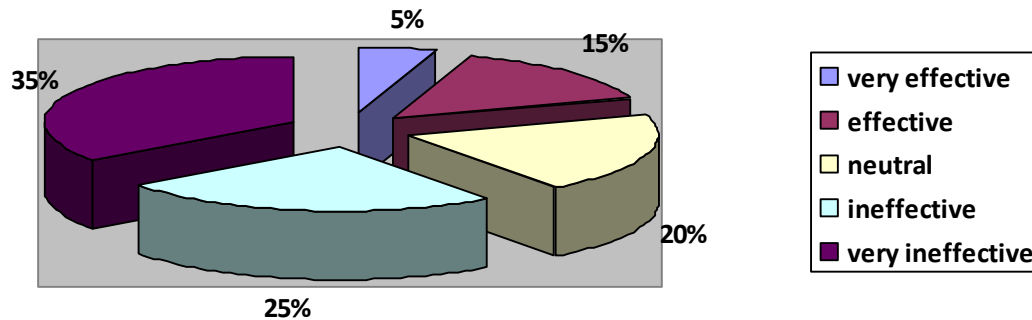


Figure 4: Effectiveness of the staff retention strategies used at ZINARA , Manicaland

Those who remained neutral on the same issue of staff retention were 20% (4) of the respondents. 25% (5) indicated that that the staff retention strategies used at ZINARA , Manicaland are ineffective. 35% of the possible 20 respondents indicated that the staff retention strategies used by ZINARA , Manicaland are very ineffective. The results reveal beyond reasonable doubt that the staff retention strategies used at ZINARA , Manicaland are generally ineffective. Employees leave organizations for many reasons; oftentimes these reasons are unknown to their employers. Employers need to listen to employees' needs and implement retention strategies to make employees feel valued and engaged in order to keep them. These retention methods can have a significant and positive impact on an organization's turnover rate. Here we'll take a look at some of these strategies.

One male respondent interviewed said:

I am here for all the past 15 years due to pseudo expectations and speculative contentment. I prospect that things shall improve soon and we may work up tomorrow better workers. Also you need to know that I am 47 years and it's not prime time anymore to take some adventures as some of them may force me to be away from family for the remaining part of my professional life.

With this finding of a senior employee living on speculative tendencies it supports the general perception that the most workers at ZINARA , Manicaland are not happy of the staff retention strategies as many have rated them very ineffective.

Challenges faced by institutions in staff retention

There are several challenges that are involved when an organization is to strictly retain its staff. The environment may not necessarily be friendly enough to the employee and the worst thing is if this happens and the ZINARA management or the supervisor is not quick to notice it and take a corrective measure. As shown in figure 5 below, 20% (8) of the respondents showed that they are heavily affected by the type of the environment in which they work the conductivity of the environment hinges on the culture of the institution and the history of the institution of ZINARA , Manicaland. 15% of the respondents indicated that they have the lack of recognition as the main challenge at the institution. One's individual effort if not recognized can cause a serious challenge in as far as job satisfaction is concerned. And it is important to note that the

more an employee is satisfied at work the more that employee becomes an asset to the same institution and in the event of the opposite being the order of the day then it means the same employee will be de-motivated and may be riotous and even be in temperamental outbursts in meetings or where he/she is not expected to. Thus some of what the system may label as deviance is a result of not being able to be recognized when other presumed less competent are being recognized. Not being rewarded fairly for work performed. Rewards may be financial or non-financial and if neither come by, then it means the employee is relegated to the backyard of identifying himself or herself with the institution.

One respondent interviewed revealed that:

The ZINARA management should take the pulse of your people on a regular basis. From time to time, the ZINARA management should bring in an outside third party to get a more objective view of how your people really feel. Find out if they really know the vision, mission and values. At the same time, give employees plenty of information about how the mission hospital is performing and where it is going. When people buy into your clearly stated corporate values and have the information they need to get the job done, they tend to stick around.

This is normally true when the system has not been running in a more transparent way and when employees are seen as machines and not human beings who constitute to the social wellbeing of the institution. Employees leave organizations for many reasons; oftentimes these reasons are unknown to their employers. Employers need to listen to employees' needs and implement retention strategies to make employees feel valued and engaged in order to keep them. These retention methods can have a significant and positive impact on an organization's turnover rate.

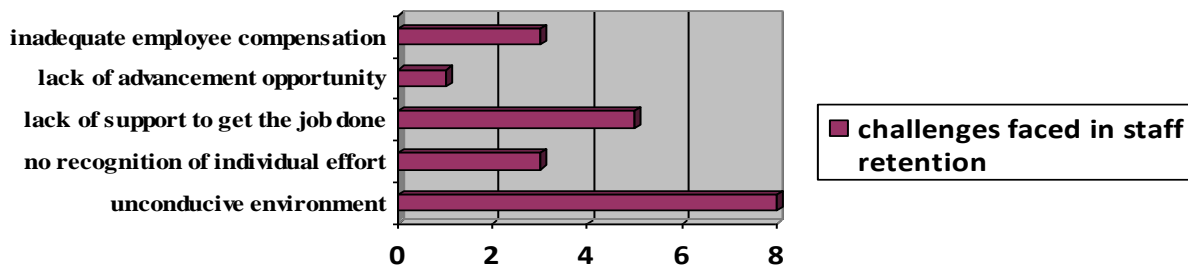


Figure 5 challenges faced in staff retention

On lack of support to get the job done 25% (5) respondents showed that lack of support services and facilities to get the job done is a serious let down. As research found some of the departments like Human Resource did not have any functional printer and a photocopier which are quite critical in day to day running of their business. Thus the department rely on begging from other departments for any printing services where they may have to endure the shame of begging to do organizational work. Bond paper which has always remained a perennial scarce commodity according to inside sources yet it only costs USD\$4-00 per rim but remains a diamond throughout the year. Thus under such circumstances where a field has to be ploughed

one has very strong draught power but without the plough then the field will remain not ploughed. And it only frustrates the one with the draught power if the owner of the field insists that his field should be ploughed when the resources are not in place. Thus support from the authorities for work to be done remains important in staff retention and remains a challenge. According to the observation data the divisions at ZINARA , Manicaland are not equally provided with social services some department seem to be getting more attention than others. On lack of opportunity for advancement only 5% (1) respondent indicated that this is very important. Inadequate opportunities for training & development is a challenge to be fully considered. The unavailability and inadequate opportunity to take classes at local colleges and universities and participating in the in-house training program. If this is not within the reach of the institution them it becomes inescapable to the employee to be de-motivated. Advancement doesn't necessarily mean promotion. More often, it means personal and professional growth. People want to be better tomorrow than they are today. Personal growth constitutes a very strong driver in today's workforce, particularly with the younger generation. People coming out of college often identify training as the primary criterion for choosing their first mission hospital. Companies that gutted their training departments have a lot of catching up to do in order to attract good people. On inadequate employee compensation 15% (3) of the respondents indicated their going along with the notion that at ZINARA , Manicaland employee compensation is a challenge. People want fair compensation, but – contrary to most ZINARA , Manicaland managers' beliefs – money rarely comes first when deciding whether to stay or go. A certain percentage of people will always chase more income, but the majority of workers look at non-monetary reasons first. Many executives still cling to the outdated notion that people "go for the gold", that salary dictates all their employment decisions. But for the most part, people want opportunities to grow and learn, to advance in their careers and to work on challenging and interesting projects. They want to be recognised and appreciated for their efforts. They want to feel a part of something that adds value to their community.

One respondent interviewed said:

I have been here for the past 6 years not because of the monetary gains I get from the institution/mission hospital but my being here has opened some opportunities for me and those opportunities cannot work out if I leave. I have improved my professional qualifications, improved my family lifestyle, and I am running the a vibrant poultry project. So its not all about money but security that keep me here.

This certifies the notion that the some employees at ZINARA , Manicaland are not just after money but security. All of the three respondents who indicated the importance of this notion are above 45 years

Some of the challenges also got through observation and interviews were:

Not having the opportunity for a flexible work schedule The inability to work a flexible work schedule including reduced hours, telecommuting, four ten-hour days per week and job-sharing.

- Ineffective leadership. The inability of leaders to develop and communicate the Mission hospital's vision and effectively developing employees to maximize their potential.
- Lack of trust in senior management. Lack of confidence in the Senior Management to do what is right for the employees.

- Inadequate emphasis on teamwork. The lack of effort exerted by employees and leaders to foster a teamwork type environment.

How can the challenges faced in staff retention by ZINARA be minimized

Now that the challenges have been highlighted then there is now a need to see what the respondents say about the mitigation of the foresaid challenges. The dilemma facing ZINARA , Manicaland is whether to invest more time and money fine-tuning their recruitment strategy or to pay extra attention to retaining the talent they already have. Recruiting new staff is expensive, stressful and time-consuming. Once you have good staff it pays to make sure they stay, Glazer R (2019).

Many interviews held in the three hospitals revealed the need for thinking of retention as re-recruiting the workforce. Recognizing that what attracts a candidate to a particular job is often different from what keeps that person there is important. While salary certainly is a key consideration for potential employees, pay alone won't keep them in a job Chikwature, W. and Oyedele, V. (2016) Advantageous aspects other than strictly compensation attract good employees; something more than a number retains them. Today employees are looking for a career package, including a comfortable mission hospital culture, career path, diversity of responsibilities, and a work/life balance Micke, Heather. (2015)

As shown in figure 6 below a mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organization and is a solid foundation for employee retention and growth Neog, B.B. and Barua, M. (2015). 25% (5) of the respondents indicated that mentoring as a mitigation in staff retention is important and needs to be incorporated in the management system of the mission hospital. With a mentoring program, an organization pairs someone more experienced in a discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback, and design an individualized career development plan.

ZINARA , Manicaland should provide growth opportunities transparently. An organization should provide workshops, software, or other tools to help employees increase their understanding of themselves and what they want from their careers and enhance their goal-setting efforts Kathryn Minshew (2015). Thus according to the responses from the respondents, as shown in figure 6 below, 20% (4) of the respondents indicated that provision of growth opportunities is quite paramount. It's important to provide employees with adequate job challenges that will expand their knowledge in their field. According to Right Management, employees are more likely to stay engaged in their jobs and committed to an organization that makes investments in them and their career development.

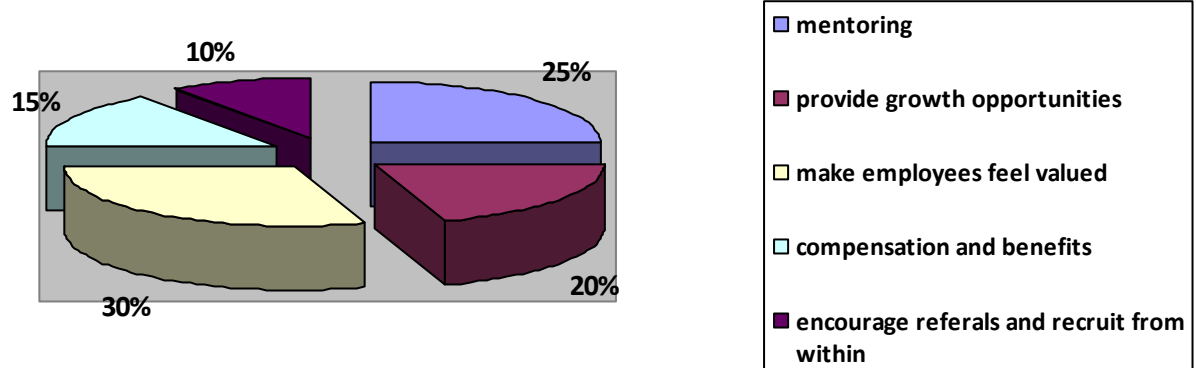


Figure 6: **How can the challenges faced in staff retention by ZINARA be minimized**

30% (6) of the respondents indicated that the management should make employees feel valued. Employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills, and receive recognition for their contributions.

One respondent interviewed who was a cashier said:

Employees should be rewarded commensurate with their qualifications to motivate even higher performance particularly after acquiring further and better qualifications. The use of cash payouts could be used for on-the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement. It's important for employers to say "thank you" to employees for their efforts and find different ways to recognize them. Even something as simple as a free lunch can go a long way towards making employees feel valued.

This means supervisors should listen to employees and ask for their input as to what rewards might work best at your organization. Conduct meetings and surveys to enable employees to share their input. Most team members will work harder to carry out a decision that they've helped to influence.

As shown in figure 6 above, 15% (3) of the respondents indicated that institutions should show appreciation via compensation and benefits. Offering things like competitive salaries, profit sharing, bonus programs, pension and health plans, paid time off, and tuition reimbursement sends a powerful message to employees about their importance at the organization Mensah, J.K. (2015). The rewards given to employees must be meaningful in order to impact their perception of the organization and therefore have a marked influence on its retention efforts. Moreover, if an organization promises a reward, it should keep that promise.

Encouraging referrals and recruiting from within had 10% (2) of the total respondents as shown in figure 6 above. Having current employees offer referrals could help minimize confusion of job expectations Christina Paris, (2015). Current employees can realistically describe a position and the environment to the individual he/she is referring. Another way an employer can lessen

the impact of turnover is to hire from within, since current employees have already discovered that they are a good fit in the organization.

It was very ironic that all the respondents indicated that they have and are still meeting a lot of service delivery challenges at ZINARA , Manicaland and wish things to improve soon with the new management that has been put in place starting early this year.

One respondent had this to say:

I have never been happy here its only the economic climate that is too bad keeping me hanging. What counts most here is not necessarily your competence but whom do you know. If you are not linked to management then no matter how much you work you will never be recognised. (opening the annual performance report booklet) look at the qualification of some of the H.o.ds and compare it with their subordinates.

Truly there was a glaring mismatch between academic qualifications and promotions and it's only the admin that had their own justification for such mismatches.

4.0 CONCLUSIONS

The research seemed to bridge the gap between the staff retention strategies and its implementation through coming up with recommendations based on research findings.

- ❖ Primary employee retention strategies have to do with creating and maintaining a workplace that attracts, retains and nourishes good people. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures.
- ❖ To retain employees, the institution compensation plan needs to incorporate the compensation strategies cautiously though. This strategy has been abused and acted as the worst demotivator to the employees especially in the instances where the supervisor is rated lowly by the managers and comes back with subjective rating to her/his subordinates thereby creating friction amongst department members.
- ❖ Employees leave organizations for many reasons; oftentimes these reasons are unknown to their employers. Employers need to listen to employees' needs and implement retention strategies to make employees feel valued and engaged in order to keep them.
- ❖ The more an employee is satisfied at work the more that employee becomes an asset to the same institution and in the event of the opposite being the order of the day then it means the same employee will be demotivated and may be riotous and even be in temperamental outbursts in meetings or where he/she is not expected to. Thus some of what the system may label as deviance is a result of not being able to be recognized when other presumed less competent are being recognized.

5.0 RECOMMENDATIONS

In response to the research findings there are a number of suggested recommendations that may help in the staff retention at ZINARA, Manicaland.

- ZINARA, Manicaland should provide compensation for service failures for example cash discounts ZINARA, Manicaland should prove to staff members that they are valuable and that they are trying to make up for their inconvenience or loss. This penance or

symbolic self punishment should be significant enough that the customer feels that you and your organization have suffered an equal loss. The value or degree of your atonement should equal the customer's loss in time, money, energy, or frustration.

- To reduce disappointments and enhance satisfaction there is need for ZINARA, Manicaland not over promise its customers. It must not win or try to make their existing staff happy by overpromising because overpromising will result in failure to fulfil promises. Therefore ZINARA, Manicaland should adopt a strategy of under promising and over delivering.
- ZINARA, Manicaland should undertake consistency exit interviews for its outgoing employees as a strategy to enhance staff retention and the service recovery process Olivier Serrat (2017).
- ZINARA, Manicaland should feel safe with its services (Do it right the first time) through proof reading of documents to reduce mistakes and training of employees. This is because the majority of its staff has witnessed service failures or breakdowns reflecting an element of inconsistency in ZINARA, Manicaland services.
- However ZINARA, Manicaland should not strive for 100% customer retention but should adopt the 20/80 rule. Some of the clients are not worthy to be retained because the cost of retaining them are far more the revenue or benefits they generate. Therefore ZINARA, Manicaland should rank its clients depending on their potential lifetime value.
- ZINARA, Manicaland should reward both its loyal employees through structured loyalty programs.
- ZINARA, Manicaland should use communication to build credibility. No matter what the size of the organization, communication is central to building and maintaining credibility. It's also important for employees to know that the employer is really listening and responds to (or otherwise acknowledges) employee input.
- ZINARA, Manicaland should lower stress from overworking and create work/life balance. It's important to match work/life benefits to the needs of employees. This could be in the form of offering nontraditional work schedules (such as a compressed work week, telecommuting, and flextime) or extra holidays. When work-life balance is structured properly, both the employee and employer come out ahead. For example, ZINARA, Manicaland will experience more productivity in the workplace because staff members will be less stressed, healthier, and thus, more productive Encouraging employees to set work/life goals, such as spending more time with their families, communicates that you really do want them to have a life outside of work and achieve a healthy work/life balance.

ZINARA, Manicaland should foster trust and confidence in senior leaders. Developing strong relationships with employees from the start to build trust is crucial. Employees have to believe that upper management is competent and that the organization will be successful. ZINARA, Manicaland has to be able to inspire this confidence and make decisions that reinforce it. ZINARA, Manicaland cannot say one thing and do another. For example, an employer shouldn't talk about quality and then push employees to do more work in less time. In addition, ZINARA, Manicaland need to engage and inspire staff by enacting policies that show they trust them, such as getting rid of authoritarian style of management.

REFERENCES

- Armstrong M and Taylor S (2015), *Armstrong's Handbook of Human Resource Management Practice*, London: Kogan.
- Christina Paris (2015) 'Essential Skills of First Level Managers at High Performing Organizations' electronically searched at <https://www.trainingindustry.com/leadership/articles/essential-skills-of-first-level-managers-at-high-performing-organizations.aspx>
- Kaplan and Norton, (2010) *Balanced Scorecard*
- Mathimaran & Kumar (2017), *Employee Retention Strategies – An Empirical Research*. *Global Journal of Management and Business Research: E Marketing* 17 (1) 1.
- Branham, L. (2005). *The 7 hidden reasons employees leave how to recognize the subtle signs and act before it's too late*. New York: American Management Association.
- Burhan Abdulhahi and Ebru Aykan(2016), *Effects of Human Resources Training on Employee Perceived Performance: Comparison of Somalia-TurkiyeTelecommunication Bussinesses*
- Chabaya, R. A. (2015) *Academic Staff Development in Higher Education Institutions: A Case Study of Zimbabwe State Universities*. A thesis submitted in fulfilment of the requirements for the degree of Doctor of Education, University Of South Africa.
- Chartered Institute of Personnel and Development (CIPD)
- Glazer R (2019) *Is Employee Turnover Related To Higher Education Institutional Performance? An Empirical Analysis*. Dissertation for Degree Doctor of Education in Teachers College, Columbia University.
- Mathimaran & Kumar (2017) *Employee Retention Strategies – An Empirical Research*. *Global Journal of Management and Business Research: E Marketing* 17 (1) 1.
- Chikwature, W. and Oyedele, V. (2016). *An Analysis of the Effects of Monetary and Non-Monetary Incentives on Performance Levels of Employees in Organisations: A Case of Mutare Polytechnic, January 2013 to December 2015*. *Greener Journal of Educational Research*, Vol. 6(1),pp026–033.from <http://www.asacenter.org/Resources/EUArticle.cfm?ItemNumber=11514>.
- Tejumade Omowumi Siyanbola Obafemi Awolowo (2015), *The Adoption Of Exit Interviews As Employee Turnover Management Tool In Nigerian SMEs And The Genuineness In Employees' Exit Reasons* .
- Jalal Hanaysha and Muhammad Bin Maji(2018), *Employee Motivation and its Role in Improving the Productivity and Organizational Commitment at Higher Education Institutions*.
- Jeroen Stouten and Denise m. Rousseau (2018) *Successful Organizational Change: Integrating the Management Practice and Scholarly Literatures*, Article (PDF Available) in *The Academy of Management Annals* 12(2) • April 2018 with 22,523 Reads
- Hamza Alshenqeeti (2016) *Interviewing as a Data Collection Method: A Critical Review*
- Mensah, J.K. (2015). A “coalesced framework” of talent management and employee performance, *International Journal of Productivity and Performance Management*, Vol. 64 Iss 4 pp.544 – 566.
- Neog, B.B. and Barua, M. (2015). *Factors Affecting Employee's Retention in Automobile Service Workshops of Assam: An Empirical Study*.*The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, Vol. 3, No. 1.

- Gratton (1999), Strategic Human Resource Management: Corporate Rhetoric and Human Reality
- Joshi & Deepak (2019) Impact of Labor Turnover on Organizational Performance in it Sector With Special Emphasis on it Department of TCS Noida. International Journal of Trend in Scientific Research and Development – IJTSRD.
- Kathryn Minshew (2015) Four Employee Retention Strategies for the Modern Workplace: Companies waste money on recruiting and still lose talent because they haven't really kept up with employees' needs. Retrieved from [http:// fastcompany.com/3051379/know-it-all](http://fastcompany.com/3051379/know-it-all).
- Mahamudul, et al, (2019), redesigning the Retention Strategy against the Emerging Turnover of Generation Y: Revisiting the Long-Standing Problems from 20th to 21 St Century.
- Micke, Heather. (2015). Causes and Solutions for High Direct Care Staff Turnover. Retrieved from Sophia, the St. Catherine University repository website: https://sophia.stkate.edu/msw_papers/494.
- Purcell, J., Kinnie, N., and Hutchinson, S. (2003), 'People and Performance: Unlocking Resource Management.
- Gombakomba, J, Oyedele V, Chikwature W and Oyedele O (2017) Facts and Fallacies on Teamwork between School Administrators and Teachers in Secondary Schools in Mutasa District of Manicaland Province, Zimbabwe International Journal of English, Literature and Social Science (IJELS) 2(3) 31-43.
- Olivier Serrat (2017), Conducting Exit Interviews, Chicago School of Professional Psychology
- Jeevan Jyoti and Asha Rani, (2015), Department of Commerce, University of Jammu, Jammu, In High performance work system and organisational performance :role of knowledge management.