

**PUBLIC SECTOR REMUNERATION SYSTEMS ADOPTED BY
ZAMBIAN HIGH COMMISSION IN KENYA**

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DECLARATION

I declare that this research project is my own original work and has not been submitted for a degree in any other University.

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D64/84590/2016

This research project has been submitted with my approval for examination as the University Supervisor.

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LIST OF ACRONYMS/ABBREVIATION

CM	Cabinet Minister
DHC	Deputy High Commissioner
GDP	Gross Domestic Product
GOK	Government of Kenya
GRZ	Government of the Republic of Zambia
HC	High Commissioner
MOFA	Ministry of Foreign Affairs
PS	Permanent Secretary
ZHC	Zambia High Commission

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGMENT	iii
DEDICATION	v
LIST OF ACRONYMS/ABBREVIATION	vi
LIST OF FIGURES	x
LIST OF TABLES	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Concept of Remuneration.....	3
1.1.3 Public Sector Remuneration in Zambia	4
1.1.5 Empirical review on remuneration systems.....	5
1.2 Research Problem.....	6
1.3 Research Objective.....	9
1.4 Value of Study.....	9
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Theoretical Foundation	11
2.2.1 Equity Theory.....	11
2.2.2 Expectancy Theory	13
2.2.3 Reinforcement Theory	14
2.3 Components of Remuneration Systems	16
2.4 Empirical Review on Remuneration Systems	19
CHAPTER THREE	22
RESEARCH METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Data Collection.....	22
3.4 Data Analysis and Presentation.....	23

CHAPTER FOUR.....	24
DATA ANALYSIS, RESULTS AND DISCUSSIONS	24
4.1 Introduction.....	24
4.2 Response Rate.....	24
4.3 Demographic Information.....	25
4.3.1 Gender of Respondents	25
4.3.2 Age Bracket of Respondent.....	26
4.3.3 Academic/Professional Background Level	27
4.3.4 Experience Level at Zambia High Commission in Nairobi.....	28
4.3.5 Foreign Service Rank Held	28
4.4 Interview Schedule Results.....	29
4.4.1 Components of your Remuneration Systems Packages	29
4.4.2 Additional Packages for Specific Staff Members	32
4.4.3 Items Considered in Adopting a given Remuneration System	33
4.4.4 Service Delivery in the Adopted Remuneration System.....	34
4.4.5 Channels or Procedures for Adopting a Specific Remuneration System	35
4.4.6 Service Delivery Measurements Adopted.....	36
4.4.7 Measurements for Effective Service Delivery.....	37
4.4.8 Employee Concerns for Effective Service Delivery	38
4.4.9 Confirmation for Specific Service Delivery Code, Manual or Policy	39
4.6 Discussion of the Findings.....	39
CHAPTER FIVE	43
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	43
5.1 Introduction.....	43
5.2 Summary	43
5.3 Conclusion	44
5.4 Recommendations	46
5.5 Limitations of the Study	48
5.6 Policy Implications of the Study	49
5.7 Suggestions for Further Study.....	50
REFERENCE.....	51
APPENDICES.....	v

APPENDIX I UNIVERSITY LETTER OF INTRODUCTION v
APPENDIX II LETTER OF INTRODUCTION v
APPENDIX III INTERVIEW SCHEDULE vi

LIST OF FIGURES

Figure 4. 1 Response Rate.....	24
Figure 4. 3 Channel of Adopting Remuneration System	36

LIST OF TABLES

Table 4. 1 Gender of Respondents	26
Table 4. 2 Age Bracket of Respondent.....	26
Table 4. 3 Academic/Professional Background Level	27
Table 4. 4 Experience Level at Zambia High Commission in Nairobi.....	28
Table 4. 5 Foreign Service Rank Held	28

ABSTRACT

Remuneration systems in the public sector are subjects of debate and progressive reviews. The change of governments, re-alignment of ministries, downsizing or upgrading structures and other initiatives within government institutions induces the variance in earning rewards and commitment arising from the adopted public remuneration systems. This study objectively sought to determine the public sector remuneration systems adopted by Zambia High Commission and how they impact on service delivery at the Zambia High Commission in Kenya. The study utilized in depth theoretical approaches, mainly, equity theory, expectancy theory and reinforcement theory by providing their relevance for this study. The study adopted a descriptive research design and conducted a census of Zambia High Commission employees. The study used an interview schedule for primary data. A content analysis was conducted on the collected data. The results and findings were illustrated on graphs and charts and findings were discussed in depth. The study findings indicated allowances ranked high as components of the remuneration system, and additional allowances were considered for specific senior staff at the High Commission. The results also revealed that the cost of living and the service rank were considered as determinants for adapting a remuneration system. Benchmarking and appraisal system were revealed as the effective service delivery measurements and that measuring service delivery would be done through a duo feedback system on clients and MOFA Headquarters and assessment of achievable work plans. Further, the study revealed incidents of employee concerns based on the amount of work, salary scales and inadequacy of resources that enable effective service delivery. Therefore, the study concludes that allowances contained in the adopted remuneration system that match the area of service and amount of deliverable work influence the service delivery at the Zambia High Commission. In addition, the study infers that employee concerns and amount of pay greatly influenced the motivation to deliver high standard of service delivery. Further, the service delivery policy, manual or code relevant for guiding delivery of services was available at the Zambia High Commission. In light of these conclusions, the study generally infers that the perceived effectiveness of the public sector remuneration system on enhancing service delivery as adopted at the Zambia High Commission was incorrect. The study recommends review of Mission staff remuneration pay scales, allowances per cent limit increases; GRZ to provide adequate budgets and staff work tools or resources, own house units and other infrastructures as part of resources that would enhance employee job satisfaction therefore, facilitating high service delivery. This study would benefit both the Governments of Kenya and Zambia, respective remuneration and public service Commissions, policy makers and contributed in theory and principle to the public service delivery and remuneration systems.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Labour reward is payment in form of salaries, wages, benefits and other allowances paid to employees at such agreed periods of time. Employees require proper remuneration once they have extended their services to their employer. Employers hold perceptions about their employees' ability to delivering services as well as employees hold indifferent perceptions about the remuneration model by their employer (Armstrong & Murlis, 2004). Institutions globally take concern of delivering high standard of services to their esteemed clients or public as well as ensuring their employees are properly motivated for high performance. Motivated employees deliver services as this encompasses defined remuneration system. Sector remuneration varies as well particular services offered. Delivery of services is dependent on the capacity available to enable and the reward or remuneration model available for individuals or employees (O'Donnel & Turner, 2005).

Remuneration systems involve the monetary and virtual packages offered to an employee by an employer. Adopted remuneration system may consist of salaries, benefits, allowances, commissions, incentives or daily wages paid or cumulatively offered as reward for labour services extended. Each employee is subject to payment for labour services. Model of payment or components of payments vary from one organization to another based on the role, job grade, authority or specific area of operation. Public remuneration and private remuneration vary in terms of scope of work assignments and economic prevailing conditions in the areas of operations (Bouckaert & Halligan, 2008). This therefore, implies

that wage indifferences are bound to exist thus may influence the motivation or motives to delivery of expected services. Employers take concern of work conditions, scope of assignment, level of expertise and work output when setting remuneration systems. Employees that are well remunerated adopt a high service delivery output and induce a performance culture in their organizations as converse is true (Redmond, 2010).

This study was anchored on three theories to explain the concept of perception, remuneration system and delivery of services. Equity theory explains the fairness employers place on their employees to delivery services. Adams (1963) argues that employee's perception about treatment of employees in the same job rank or manner of rewards they receive. Employees working in the same institution and in the same rank perceive they are not treated in a justified manner by the management or employers. Expectancy theory explains the perceived anticipation in reward that employees have to receive when they place their inputs to deliver to specific services. Employees literally expect to be rewarded for every effort placed on a service. Employers too anticipate great outputs from their employees owing to the inputs sourced or facilitated to aid their service delivery. Both, employee and employer place expectations onto each other based on their inputs towards delivery of services. Reinforcement theory explains the behavioural management of employees and conduct of employers. Reinforcement theory provides that for one to deliver a given task they require an effort, either, physical and virtual, to motivate one in delivering (O'Donnel & Turner, 2005). This theory is explains the motivation in reward, psychological and equity reinforced on individuals to achieving high service delivery.

Diplomatic service entails working in unique work environments, specific role assignment and adapting to available or existing organizational culture in delivering services. Majority diplomatic staff deployment, particularly Foreign Service is subject to specific and defined remuneration frameworks by the relating country and sometimes the host country. Employees serving in these diplomatic and overseas missions endure through different work area environments, conditions and raise specific concerns based on their areas of responsibility. Enabling adopted remuneration system motivates and induces high motives towards high service delivery. It's a concern to most employees deployed in these missions when adopted remuneration systems do not reflect their concerns or motivate one to offering proper services. Employee motivation lies in the wages and other extra remuneration rewards received in extending his or her labour services. Therefore, this study mirrored on the perception held on remuneration systems by the Zambia Government and how it influenced delivery of services at the Zambia High Commission.

1.1.1 Concept of Remuneration

Remuneration has been defined widely as the appreciation or payment for the labour or efforts put towards a given institution or service (Bouckaert and Halligan, 2008). Employees are remunerated based on their performance, rank or job group and particular roles they have to deliver in their areas of responsibility. Individual employers, public and private sector players have unique remuneration systems that conform to statutory norms, organizational culture or/and mutual employee and employer agreement (Redmond, 2010).

Employee remuneration vary in component from one institution to another, particularly, the kind of roles one is tasked to deliver and period of service.

Salaries are paid on monthly basis to employers who extend their labour services to an employer whereas benefits are inclusive rewards an employee gets in performing specific rather unique services in addition to their monthly or annual salaries (Bouckaert and Halligan, 2008) Allowances are rewards included in salaries of employees and are provided to enable an employee perform his or her services. Incentives are biased and rare rewards to increase the level of performance or instil retention of employees to an institution. Bonuses are rewards for serving in a given period of time as an appreciation or being part of the serving team (Redmond, 2010). This reward is provided after a given period of time and is subject to achieving given task target. Commissions and hourly payments are common in private sector whereby an employee is paid in accordance to the amount of work done or output achieved for a given time. They are never guaranteed and thus an employee has to ensure particular target outputs are met to earn a reward in form of commissions. Therefore, employees earning salaries with benefits, allowances, incentives, bonuses and commissions cumulatively create a remuneration system.

1.1.3 Public Sector Remuneration in Zambia

Although this study was not a comparative study, it was prudent to consider public remuneration packages in both the sending country (Zambia) as well the receiving state (Kenya) where the object being discussed is domiciled. Not only that, at Zambia High Commission, we have both the Zambian as well the Kenyan employees. Therefore, brief

comparative study of the two countries could be justified without deviating from the main topic of discussion. The Zambian Constitution provides in Article 53 that Subject to ratification by National Assembly the President appoints Secretary to the Cabinet who is head of Public Civil Service. The head of public service discharges delegated authority and supervision of civil servants as maybe assisted by created agencies.

Using the collective bargaining model, wages and terms of service are provided in the Industrial Relations Act. Other lower cadre staffs are subjected to the terms laid in the Minimum Wages and Conditions of Employment General Order of 1990. Public servants require training and capacity building programmes. This is enabled through a Public Civil Service Training policy conducted under established institutes mandated to facilitate in-house training. The National Institute of Public Administration (NIPA), Chalimbana Training Institute and College for Management Development Studies and the Zambia Institute of Management are among the top GRZ institutes that provide training to public service staff (GRZ, 2014).

1.1.5 Empirical review on remuneration systems

Diplomatic missions employ resident and foreign service officers to deliver particular representative country's public services. Public service delivery in foreign missions is mainly subject to the representing country's public service terms of service. Zambia High Commission is a diplomatic mission based in Nairobi (Kenya), charged with extending diplomatic duties and other Zambia based services to visiting parties. Employees at the Commission are subjected to public service employment terms and specific Foreign

Service Policies. Commission staffs are charged with brand representation and corporate image creation and improvement thus creating a high expectation of high standards of service delivery.

Diplomatic missions are headed by political appointees and career service professionals with subordinates that work to deliver public services. Virtually, Zambia diplomatic mission is an overseas country of the people of Zambia to which it has to create mutual relations. The multicultural employability of staff for both the resident and Zambia mission enhances the delivery of services of Zambia. Employees both Zambians and Kenyans in the commission are remunerated in accordance with the salary scales set out by the Zambian government. However, the perception of remuneration bias for residents than Zambian nationals' serving in the commission created an inequity concern. Further, employment of resident citizens at the High Commission creates an expectation for high service delivery.

1.2 Research Problem

Service delivery is a concern to governments and general citizenry (Bouckaert and Halligan, 2008). Scarce and limited resources, demotivated staff, dwindling house income coupled with poor leadership have rendered the strides of public service delivery unsuccessful (Redmond, 2010). Public employees are paid differently as salary scale and policy structures define. Employee perception on remuneration earnings in same job grade of group is a concern towards delivery of services. Individual employee input is perceived as a right to reward based on the expected outcome. Public service delivery is by the amount of employee input. Demotivation and lack of reward is perceived to contribute to

low service delivery. Employees perceive each other to indifferent earnings thus the perception to limit their amount of input or commitment to work (Redmond, 2010).

Little attention is paid to how public remunerations could be affecting service delivery output. Public servants are subjects of reform and transfers from one institution to another as and when the government regimes change (Aseka, 2002). This reduces further the working morale of employees without coming to terms with what causes employee apathy to service delivery. In established organisations, work cultures change as majority employees are compelled to adapt to new organisational philosophy and culture brought in by new administrators. Motivation, wages and other benefits too change in accordance to established structures. This significantly changes the behaviour of employees and contributes negatively to service delivery.

Under the current arrangement, diplomatic public servants have three years tour of duty in the case of Zambia and four years for Kenya which terminates at such expiry tenure, renewable or redeployment to other Missions. Payment scales for diplomatic public staff and other public servants varies based on the job group, the level of authority, level of knowledge, skills and competencies or other roles assigned for service delivery. Lack of motivation, differences in salary scales for same job group personnel, biased promotion, and preferential treatment of public servants is of a concern to public service delivery. Civil servants are under employed by the Public Service Commission in charge of recruitment, deployment and discipline of employees. For instance, at Zambia High Commission, not all

vacancies are filled and yet caretakers of such vacancies are never remunerated for extra work done.

According to Flippo (2008), stability of the workforce is measurable by the inward and outward mobility of staff. The movement of staff that is on higher scale is expensive and not desirable to the organisation. Flippo (2008) further posits that clear assessments of employee reasons for leaving are significant for comprehending the truth for exit. Working conditions and improved transformational supervision is significant for the organizational high turnover rates (Flippo, 2008). The studies illustrate how the remunerations systems in place affect the service delivery despite high turnover. According to Aseka (2002), problematic situations in the public service are mainly contributed by lack of morale in the service. In a study by Marumbu (2014) on the relationship between career growth and remuneration structures in place for the public secondary schools, it was noted that majority staff members in public secondary schools are committed to service by the pay increase and develop careers through motivations received from Government. This study recommended that there was need to increase the training for teachers, enhance capacity building as the Ministry of Labour ensures clear review of payment scales.

This study failed to reveal the contextual evidence on how remuneration systems influence public service delivery. Few studies conducted on the remuneration systems and service delivery fall short of the conceptual and contextual evidence on explaining the extent to which public remuneration influences performance of employees, thus undermining service delivery. Therefore, this study set out to answer the question: what is the influence of

public sector remuneration systems on service delivery at the Zambian High Commission in Nairobi, Kenya?

1.3 Research Objective

This study sought to determine public sector remuneration systems adopted by Zambian High Commission in Kenya.

1.4 Value of Study

There are several values that this study brings to the academia namely; to contribute to the theory and principles of remuneration systems, service delivery and personnel management in the public sector. The study provides new knowledge concepts that add to the conceptual studies in the same field. Public sector management in theory will acquire new comparative concepts from two developing nations, Zambia and Kenya.

The study will contribute to policy formulation and civil service management. The study will further provide empirical evidence on the possible areas that require proper address by the Zambian and Kenyan governments. This will facilitate good remuneration structures, motivational strategies and properly executed delivery of services by the two governments.

The study will be a reference text to scholarly circles and academia. The study will contribute empirical evidence to how remuneration systems directly affect public service delivery. This study outcome will also contribute to the understanding of different trends of employee behaviour, performance and motivational approach in achieving high service

delivery. Study findings will be available for critique, additional review and adoption by scholars interested in this particular area of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sought to discuss in depth the theoretical foundation covering theories that are relevant to the study. Further, it will conclude with empirical reviews on service delivery and public sector remuneration systems in Zambia.

2.2 Theoretical Foundation

Three theories relevant to this study are discussed under this section. They are the equity theory; expectancy; and reinforcement theories.

2.2.1 Equity Theory

Adams (1963) proposes the equity theory of motivation. This theory argues that employees tend to perceive their input into work is equal to the output. Employees are motivated by the level of fairness in reward systems and the transparent amount of input they are required to provide for an organisation. This theory further argues that an individual employee or group identifies in comparison with another individual or groups in the same rank or cadre on the rewards and amount of effort they put in. The perceived nature of employees to comparing with others leads to sourcing of inequities and loss of motivation if such is not addressed by the authorities. Adams (1963) opines that employees are motivated to deliver their commitments to their duties by the level of fairness in rewarding, assignment allocation and availability of resources to ensuring such is implementable.

Equity theory has been critiqued, in particular, the failure to take consideration of demographic and psychological influence in perceptions development. Individual perception for inequity would arise through external factors such as the areas of responsibility or level of experience. Equity theory fails to clearly explain how the system in charge is perceived as the source of inequity by the employees. Systems administration is perceived as contributors of inequity considering the input and outputs allocated to facilitate service delivery.

This theory was the choice of this study based on the perceived differences in remunerations and work input from employees. Public servants perceive that they are not treated equally by their governments/administrators when rewards and promotion opportunities arise in lower cadre as compared to senior staff that undertake minimal roles and earn hefty salaries and allowances. Although this may not be so common in private sector, it is most prominent in public sector. Ideally government employees should be appointed and promoted on merit. However, few more are appointed and promoted on political, ethnic, tribal, religious hero worshipping patronage. It is about who you know. This is pure nepotism. The reward system is therefore bound to vary with the amount of input such appointing government authorities require civil servants to input because moral authority is compromised.

Diplomatic staff are sent on tour of duty and paid differently according to regions in which they serve. Zambia groups such regions as: Africa, AU and Middle East, Americas and Caribbean Region, Asia and Pacific, and European Region. Allowances are allocated

differently according to regions, and this is a growing concern to majority servants as it may lead to demotivation and under performance by employees once inequalities are identified. The Foreign Service Regulations and Conditions of Service which guide diplomatic protocols and service delivery in Missions abroad were last revised in 2007. Equity theory would not accept this as far as economic dynamism is concerned.

2.2.2 Expectancy Theory

Victor Vroom (1964) proposes the expectancy theory which holds the view that perceived rewards from one's commitment in an activity should be expected. This theory explains that employees extend their labour services with an expectation of a reward. Adler (1991) argues that without such rewards in place, majority individuals are bound not to engage in such activities. This theory further argues that perceptions imposed by the individuals are the expectations for a reward out of their input or commitment (Nadler & Lawler III, 2007). This theory also explains that individual perceptions determine their change of behaviour depending on the rewards expected from their efforts. Achievement of the outcomes desired by individuals relies on motivation, knowledge and skills. The unmet desires led to demotivation of employees and morale of performing job tasks.

Critics of expectancy theory posit that the theory does not consider an individual feelings as well as it can be difficult to implement (Daft & Pirola-Merlo, 2009). With unclear consideration of each individual's feelings, this theory is based, mainly on perceptions than reality. Administrators are tasked with the challenge of guessing the value for individual reward for an employee. Outcomes of employees are dependent on the amount of skills,

knowledge, personality and competencies. Therefore, this theory suitably explained how employee perceptions influenced delivery of services creating a situation where services were delivered based on perception by the employees.

This theory was the choice of this study mainly because of perceptions public employees have on the reward systems. Public servants have a unique desire of gaining monetary growth through earnings, power and ability to control segments as a clear motivation to why they endeavour to deliver in public sectors. With difference in promotion and reward systems, employees working for government are motivated to deliver with a desire that their efforts would be rewarded and met duly (Daft & Pirola-Merlo, 2009). For instance after this master`s degree, it should be expected that promotion and salary upgrade should be on the way coming.

2.2.3 Reinforcement Theory

Skinner (1938) proposed reinforcement theory objectively to proof why employees are motivated by the work area terms, conditions and structures in order to deliver services. Employees are required to have good connection with their areas of service and other environment surrounding them than their persona attributes and feelings towards their service. Wok environment actualize an individual`s importance on the wage payment earned or implication it has on their performance. Reinforcement theory sought to address some other factors necessary to meeting the expected tasks and activities in places of work.

Punishment comes about when one imposes a negative consequence to reduce an undesirable behaviour. It is believed that negative reinforcement entails withholding negative consequence in order to encourage some desirable behaviour. Simply put, punishment is imposing a negative consequence to discourage unwanted behaviour.

Operant conditioning sought to demonstrate extinction of unpleasant behaviour. In other words, operant conditioning aims at stopping one's learned behaviour. How is that done? You extinguish behaviour by withholding the positive reinforcement which encourages the behaviour. For example, let us assume that you are managing a production facility which has had hard time keeping up with orders for the past couple of months. In extinguishing such unwanted status, you decide to use overtime pay as a positive reinforcement to bring workers in on weekends and you delay vacations. Now that you have such desirable orders under control, you certainly stop approving overtime. So then, workers no longer come in on weekends to work. What has happened is that, their learned behaviour has been extinguished completely.

The reinforcement theory disregards internal motivation where it only considers behaviour and consequences without considering processes of internal motivation or individual differences (Redmond, 2010). Secondly this theory is difficult to identify rewards/punishments. One main weakness in dealing with this theory is the difficulty to identify rewards or punishments (Booth-Butterfield, 1996). Each human being is different and unique, and reinforcement theory has to take this into account. A reward that works for one person may not work for someone else. For instance, one person may be lacking self-

confidence, so higher praise from a manager may act as a reward. If only a raise in pay were the reward in this situation, the lack of self-confidence would still be evident and an increase in productivity would not be present. This theory is hard to apply to complicated forms of behaviour. It is not equally reliable in all situations.

Using it to impact behaviours involved in complicated task work can be problematic. It is easier to reinforce behaviour that applies to a simple task because positive and negative behaviours are easier to keep track of and modify (Redmond, 2010). The control and manipulation of rewards in order to change behaviour is considered unethical by some (Redmond, 2010). Even when an acceptable reward or punishment is met, they often become less meaningful over time (Booth-Butterfield, 1996). The reward of praise seen above, for instance, becomes much less desirable after the person receives a boost in self-confidence. Now, the manager may have to move on to another reward to keep the motivation fresh and could be complicated. The punishment aspect of theory can be difficult to apply well. This theory was the choice of this study owing to how perceived individual behaviour and performance at work was used to reward or included in the remuneration. Employees are motivated to serve well through good environment, capacity development or promotional

2.3 Components of Remuneration Systems

Remuneration systems come in different forms depending on the application or the target staff. Remuneration systems in public and private sector carry multiple characteristics or and manner of application. This section discusses the various forms of remuneration.

A salary is an exempt payment for the work done as expressed in the contract and based on annual rates. Employees may serve on hourly basis however are paid salaries expressed in an annual earning scale. Salaries differ on the scope of work, experience level, number of workforce managed or the area of operation. Salaries are paid on monthly basis depending on the employer's currency of choice (Redmond, 2010). Government institutions have defined salary scales for paying their public servants. This differs with those in private sector subjected to other inclusive benefits. Salaries for government employees are meant to pay for the services rendered in advances after a given time schedule.

Benefits are mainly employee entitlements expressed in monetary units. Benefits vary in forms, either unemployment benefits for those in not employed to enable them sustain their purchasing power, or employment benefits to facilitate their non-salary based purchases or acquisitions (Redmond, 2010). Such form of benefits may be medical insurance cover, paid educational leaves. These are mainly motivated to increase organizational commitment and employee engagement towards delivery of services.

Allowances are common motivation provisions for employees by employers. Allowances are included in the salaries or monthly payments. Allowances vary based on employer, category of job grade (Redmond, 2010). In most cases, allowances are in monetary units or offered in asset available for transferable. Institutions use allowances to motivate employees to perform better, improve their job satisfaction and encourage retention.

Incentives are one off payments, unlike allowances, they are not offered to each employee. Incentives are irregular and commonly applied in institutions to encourage performance or add value addition. Incentives would be in form grants, scholarships or subsidized product purchases. Executive incentives are common to encourage performance, trust and need to deliver whereas increasing organizational retention levels (Redmond, 2010). Category incentives are applicable in government mainly to encourage delivery of services and increase performance of institutions.

Great service delivery requires a motivation in kind or monetary appreciation as perceived by the employee and employers. Institutions reward bonuses based on the delivered work output whose returns are cumulative of the bonus rewards. Performing employees are subjects of bonuses for the period of service, contribution in expertise or development of improved organizational performance levels (Redmond, 2010).

Commissions, unlike bonuses, are offered based on delivered output per a given specific rate of returns. In private sector, commissions are common remuneration models to encourage increase in sales or performance levels (Redmond, 2010). Bonuses apply across as appreciation whereas commissions are agreeable rates to which an employer may choose not to pay if not deliverable.

Institutions with short term roles employ temporary staff on hourly basis subject to performance of roles per given time schedule. These institutions pay the recruited staff per the number of hours worked or the cumulative hours after a given period (Redmond, 2010).

This is the individual remuneration commonly applicable in clerical, industrial based and project activity roles.

2.4 Empirical Review on Remuneration Systems

Sound employment relationships are enhanced by the remuneration systems in place (Torrington 2008). Most organisations are concerned with the pay set for their employees which determines their level of commitment to an organisation. Setting remunerations equitably therefore implies that the employees will be willing to stay longer (Torrington 2008). Okumbe (2001) opines that institutions that retain, attract high performing and talented employees deliberately motivate their employees with expected and equitable remuneration systems. Remuneration must not only target retention of right personnel, motivate the available staff, and facilitate self confidence in organisations, but also increase organisational output as well as equity. Competitive base pay disrupts the retention levels with movement of employees from one end to another (Torrington 2008).

According to Ahmed & Ali (2008) in studying on the effects of reward and recognition programs on motivation and satisfaction for employees discovered a positive correlation between remuneration and service delivery. The study adopted exploratory design and used a structured questionnaire responded by 80 staff members at Unilever companies. The study highlighted factors that affected employee satisfaction and delivery of services to be the environmental conditions, payment plan, promotion of staff and individual issues. The study provided recommendations of gender and disability persons considered by the employers while rewarding.

According to Axelsson & Bokedal (2009) findings on the various rewards and motivation applicable at Volvo Car Corporation, the managers were motivated by monetary rewards as compared to titles that contributed minimal to the delivery of services. Managers who were interviewed responded that they were motivated to deliver great output by the bonuses, commissions and institutional incentives than merely promotions or change of title. The studies recommended in depth look into the motivation and reward systems and how they influence service delivery in manufacturing and private sector firms.

Duberg & Mollen (2010) conducted a study on the reward systems applied in the health sector. The study adopted a qualitative method interviewing six leaders in charge of public and private health centres. The findings indicated that salary paid to the employees is a significant unit of rewards systems. The study added further that bonuses and incentives are significant for improving motivation for employees to delivering high output. Lack of resources and bureaucratic system of recognition contribute to demotivation of employees. The study recommended further studies on motivation and reward systems to be conducted as well as the public and private assessment to be undertaken to ascertain the influence on delivery of services.

According to KIPPRA (2013) study conducted by the Salaries and Remuneration Commission and Kenya Institute for Public Policy Research and Analysis, there is a sizeable wage difference in Kenya in favour of public sector employees, even after accounting for differences in socioeconomic characteristics such as age, education, and

experience, among other factors. Spending by county governments increased substantially after the rollout of decentralization. County governments have embarked on an ambitious hiring process, with a cost estimated at about 0.8 per cent of GDP in 2014/15. Second, former local authority staff and members of county assemblies have recently awarded themselves huge wage increase. The current capital spending could-if left unchecked-have negative implications on the general government wage bill and sustainability in the medium term.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the research design adopted, data collection and analysis for this study. This chapter explained in detail the procedures and instruments which were used by the researcher to conduct this study. Further, the chapter justified the need for each methodology element for use in this study.

3.2 Research Design

Research design is the manner or conduct by which a research item, unit and plan is well outlined to facilitate a conclusive research (Kothari, 2014). In conducting this study, case study design was adopted. This is mainly because case study design allows the researcher to obtain in depth information about each content unit captured in the study (Sekeran, 2003). This study was mainly conducted at the Zambia High Commission in Kenya. The choice of the design was guided by the number of units and subject details under consideration by this study that require specific focus while undertaking the research.

3.3 Data Collection

This study used primary data. Collection of primary data encompassed a scheduled interview. The choice was guided by the need to acquire relevant and sufficient information about the subject matter under investigation. This study's interview schedule was designed to cover mainly the demographic information in section A, and to cover adopted remuneration systems and service delivery impact in section B. The study respondents were

representative ten (10) staff members working at the Zambia High Commission. The respondents to be interviewed will be chosen from each cadre level at the High Commission. This was to enable obtain sufficient data and fair representation of all levels at the High Commission. Therefore, the researcher interviewed one (1) respondent serving in the Commissioner level, two (2) respondents in the 1st Secretary, one (1) respondent serving in the 2nd Secretary, one (1) respondent serving in the 3rd Secretary levels and 5 lower cadre staff.

The researcher conducted a face to face interview with chosen respondents. This was to enable the researcher obtain sufficient information on how adopted public remuneration systems at the Zambia High Commission influenced the delivery of services. The researcher then gathered all responses for further in-depth content analysis.

3.4 Data Analysis and Presentation

This study conducted a content analysis on the responses gathered from the field. Content analysis is a technique employed to assess different perspectives of a given subject (Kothari, 2014). Content analysis was useful for this study mainly because it helped in identifying particular themes and approaches adopted or used over a given period. The outcome of the analysis was interpreted to determine the direction and relationship public sector remuneration system had on the delivery of services at the Zambia High Commission in Kenya and the countries of extra accreditation (Seychelles, Eretria and South Sudan). Further, the researcher analysed data and provided interpretation thereof.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

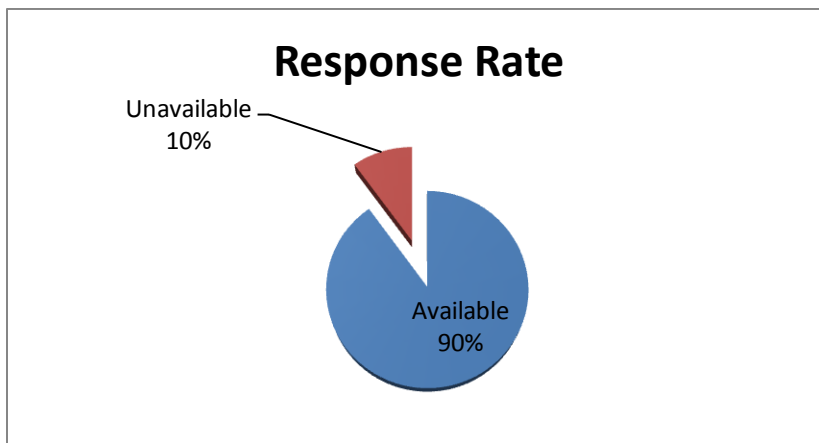
4.1 Introduction

This chapter presented the research findings on the public sector remuneration systems adopted by the Zambia High Commission in Kenya as analysed by the researcher with respective interpretations. The chapter presented response rate of the study, demographic information findings. Further, the study provided a content analysis on public sector remunerations captured by the interview schedule responses.

4.2 Response Rate

Response rate refers to the ratio of number of persons or individuals who participated in the study against the sample size chosen for this study. The researcher sought to determine the response rate for availability for one on one interview for encoding purposes as presented on Figure 4.1.

Figure 4. 1 Response Rate



Source: Primary Data (2017)

The research results on Figure 4.1 illustrate out of 10 respondents who were scheduled for interview, one (1) was not available thus giving a 90% available response rate for the study. This implied that data collected was adequate for conducting an analysis on the public sector remuneration adopted by the Zambia High Commission in Kenya. Kothari (2014) opines that data response rate of $\geq 75\%$ is efficient for use in analysis. Response rate has helped this study to have right data for use in conducting subsequent analyses.

4.3 Demographic Information

Sekaran (2010) defines demographic information as a set of characteristic, behaviour or trend observed in a given study target population of choice. This section sought to provide in depth analysis, interpretations and significance of study based on reported research results. The section provides gender participation of respondents, age bracket they belong in, academic or professional level and work experience level of respondents at the Zambia High Commission in Nairobi. The section further sought to understand and reveal the rank of deployment respondents belong in. Demographic information was important because it helped understand the composition characteristics of the study target population.

4.3.1 Gender of Respondents

The researcher sought to determine the gender participation of respondents in this study as indicated in table 4.1 and illustrated on Figure 4.1.

Table 4. 1 Gender of Respondents

Gender	Frequency	Percentage
Male	6	67
Female	3	33
Total	9	100

Source: Primary Data (2017)

Based on reported research results in table 4.1, it reveals 67% of participation constituted of male and the remaining 33% being female. This implies that the study participation was fairly gender balanced. This was important for this study to know fair views of the opposite gender on the public remuneration systems adopted by the Zambia High Commission in Kenya.

4.3.2 Age Bracket of Respondent

The researcher sought to determine the age of respondents who participated in this study.

Table 4. 2 Age Bracket of Respondent

Age Bracket of Respondent	Frequency	Percentage
26-36 Years	2	22
37-47 Years	4	44
48-58 Years	3	33
Above 59 Years	0	0
Total	9	100

Source: Primary Data (2017)

The research results in table 4.2 reveal that majority are aged 37-47 years presenting a 44% with fewer at 22% aged 26-36 years. This implies that Employees serving at Zambia High Commission are mature and capable of tackling the study's questions. This was important for the study so as to comprehend the various responses from employees of different age gaps on the public remuneration systems adopted by the Zambia High Commission and how it affected service delivery.

4.3.3 Academic/Professional Background Level

The researcher sought to determine the highest academic/professional qualification level of respondents.

Table 4. 3 Academic/Professional Background Level

Academic/Professional Background Level	Frequency	Percentage
Secondary Certificate	1	11
College Level	2	22
First Degree Level	4	44
Masters Level	2	22
PhD Level	0	0
Total	9	100

Source: Primary Data (2017)

Based on reported research results in table 4.3, majority respondents held a First Degree at 33% and few had a Secondary School Certificate by 11%. This implies that majority working at the Zambia High Commission had the ability to comprehend the interview contents. This was important for this study in order to assess the employee ability to comprehend the remuneration they are subjected to.

4.3.4 Experience Level at Zambia High Commission in Nairobi

The researcher sought to determine the experience level respondents had at the Zambia High Commission in Nairobi.

Table 4. 4 Experience Level at Zambia High Commission in Nairobi

Experience Level	Frequency	Percentage
Less than 1 Year	1	11
2-5 Years	5	56
6-10 Years	2	22
11-15 Years	1	11
Above 16 Years	0	0
Total	9	100

Source: Primary Data (2017)

Based on the findings in table 4.4, majority have served in the High Commission for 2-5 years by 56% with least serving for less than 1 year by 11%. This implies majority respondents had good experience in dispensing High Commission mandates. This was important for the study in revealing the number of years that employees at the Zambia High Commission had been subjected to the adopted remuneration system.

4.3.5 Foreign Service Rank Held

In order to comprehend in depth the adopted remuneration system, the researcher sought to determine the rank each respondent held at the Zambia High Commission.

Table 4. 5 Foreign Service Rank Held

Foreign Service Rank Held	Frequency	Percentage
Diplomat Level	1	11
Diplomatic Staff	3	33
Low Cadre Staff	5	56
Total	9	100

Source: Primary Data (2017)

Based on research results in table 4.5, the study reveals majority were low cadre staff at 56% and least were Diplomat Level at 11% with average being diplomatic staff by 33%. This provided an implication that majority employees at the Zambia High Commission belonged to the low cadre level while averagely; there were representation of mission staff. This helped understand the balance of participation by all cadre staff.

4.4 Interview Schedule Results

Interview schedule is a guide used by the interviewer to ask questions directly, mainly bearing the same questions for a set of sample population under study (Kothari, 2014). This research tool was important for this study as it helped pool responses from the interviewees concerning public remuneration systems adopted by the Zambia High Commission in Kenya. Therefore this section sought to provide in depth content analysis and interpretation of the interviewee responses collected from the field. The section had fourteen (14) questions with Section A asking about demographic information and Section B Public Sector Remuneration Systems adopted by Zambia High Commission with each detailing a public remuneration system perspective as it influences service delivery and performance of staff at the Zambia High Commission in Nairobi.

4.4.1 Components of your Remuneration Systems Packages

Remuneration system is the pay or compensation package an employee receives for a given time period and for given amount of work delivered. Remuneration components may consist of benefits, base salary, allowances, incentives and commissions (Redmond, 2010). In this section, the researcher sought to determine the components available in the adopted

remuneration system at the Zambia High Commission in Nairobi. The researcher asked interviews to list in detail their kind of remuneration package. Majority responses provided that there were more than 7 kinds of components captured in their remuneration system. This included allowances, benefits and salary paid as representation allowance as a mission staff or diplomat, housing allowance, entertainment allowance, spouse (for the married employees) allowance, extra accreditation purposes allowance and children allowance, utility allowance and medical allowances.

The researcher further sought to determine the model of application of each of the component of adopted remuneration system. The research results revealed representation allowance was paid to top and middle cadre staff serving in mission for the purposes of representing their country (employer) in a foreign mission in the host country. This was important because of the role the employees assigned to the Zambia High Commission play in representing the Republic of Zambia in Nairobi and other accredited nations or states. The research results revealed further payment of extra accreditation allowance mainly to staff members in the diplomat and diplomatic level where they were subjected to an extra accreditation allowance to accommodate the extra duties and roles each diplomatic employee had to play on behalf of their country.

Housing allowance was paid to the High Commission staff to cater for their rental bills or accommodation. This included the entertainment allowance for the diplomatic cadre staff representing their employer in the host country. In instances of married diplomatic employees in the cadre of diplomat or diplomatic level, spouse allowance applied. This

kind of remuneration system component catered for the welfare of the partner that is to imply if a female served in the High Commission in the diplomatic or diplomat level, the spouse (husband) was entitled to welfare allowance herein classified as spouse allowance. Further, the married staff employees who had children with them in the host country to which the mission was representing, they were subjected to children allowance. This allowance was important in order to cater for the welfare of the children during the period of service in the mission.

The research results also revealed cost of living allowance applied to mission employees. This kind of allowance is one that applies to situations of economic changes in the host country to which the mission staff reside in. Economic turbulence is common and uncertain therefore, such allowance is provided in the remuneration package in order to curb to support the welfare of staff in delivering to their mission duties. In addition, the research results revealed mission staff received medical insurance cover in form of medical allowance to a given varied per cent depending on the cadre level. This implied for the diplomat or top mission staff members, diplomatic mission employees or middle level cadre and low cadre staff level, they were categorised in receiving the medical insurance allowance by the Zambia High Commission in Nairobi. Health is a major global concern therefore may hamper service delivery of mission staff members in situations they fell ill thus incapable of undertaking their duties.

Utility bills are unavoidable in modern world. The research results revealed utility allowance was paid to mission staff to cater for utility payments they may have incurred

during their service. Utilities revealed were gas, water, and electricity. These were recurring bills therefore requiring frequent servicing by the mission employees. The importance of education to a nation is as essential as the role played by the mission staff member in the host country.

The research results revealed mission staff in diplomatic and diplomat level received education allowance as part of their remuneration package. This allowance varied in accordance to staff job group and cadre level or duties expected to deliver. The results as reported by the responses provided, education allowance included grants or scholarship. Education is important for diplomatic staff as they refresh with changes in theoretical knowledge related to public service, need to learn new languages and local or national languages of the host countries. Mission staff intending to further their academic level had this allowance as enabling to achieve that.

Benefits for diplomatic and diplomat staff were revealed by the research results to be those related to pension schemes and bonuses for the retiring staff who had served in various missions. This was significant for this study to comprehend in depth the adopted remuneration systems at the Zambia High Commission in Nairobi.

4.4.2 Additional Packages for Specific Staff Members

Specific staff members mainly consisted of the top cadre or persons with unique ailments. In this study, the research results revealed that telephone allowance, representation vehicle allowance and utility bills allowances (at 80% level) were the additional packages for

specific individual staff members at the High Commission. These three allowances applied to specific persons in the cadre of ambassador while telephone applied to Counsellor and above levels. This implies that senior staff level members at the High Commission are entitled to a higher allowance package as compared to other staff members owing to their roles they play in the Commission. This is significant for this study for the understanding of how the Zambia High Commission in Nairobi and Government of the Republic of Zambia (GRZ) who's the employer have their remuneration systems is composed.

4.4.3 Items Considered in Adopting a given Remuneration System

The researcher sought to determine what's considered in adopting specific remuneration systems at the Zambia High Commission in Nairobi. The results of the research revealed two indicative items were considered: the diplomatic rank and the cost of living. The respondents were asked to explain in depth on the two items taken into consideration for adopting a specific remuneration system. The research results revealed that the highest rank i.e. the High Commissioner, then the Deputy High Commissioner, 1st Secretary, 2nd Secretary and 3rd Secretary and other lower administrative ranks was the method used to adopting a remuneration system. The rank held by the highest office holder determined the payment scale for other staff members at the Zambia High Commission. This also included the roles each staff member had to undertake. For instance, the more the roles, it was revealed the higher the allowance limits as compared to other lower cadre staff members. This is common with top ambassadorial and other diplomatic positions whereby the office holder had ample representation assignments as compared to others in other missions.

The standard of living is a measure for adopting a remuneration system as revealed by the study responses. The research results revealed that the average cost of living costs were significant in calculating an employee's remuneration system. For instance, some respondents compared high GDP level area missions with expensive cost incurrence attributed that mission representative would receive higher remuneration packages as compared to those serving in a low GDP areas. This discrepancy and variation in cost of living implied that same cadre staff level employees would be earning in excess of the other depending on their areas of deployment. This adds value to this study in order to comprehend how the variations in remuneration systems impact delivery of services at the ZHC.

4.4.4 Service Delivery in the Adopted Remuneration System

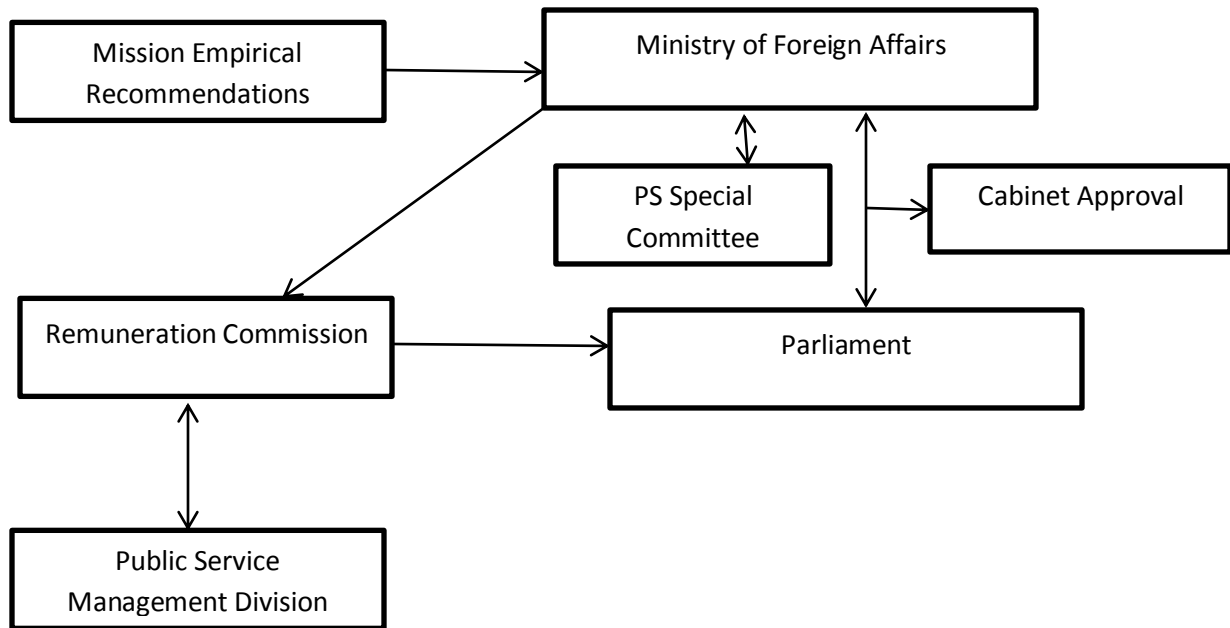
The study sought to determine if ZHC remuneration system included service delivery. Two dimensional responses were provided with baking explanations. The study revealed that respondents agreed that the organization never included service delivery in its remuneration systems whereas the converse was also provided as a reply. The study revealed that responses that declined service delivery inclusion in the remuneration were attributed to the fact that each individual responsible staff's remuneration accounted for the perceived services offered. However, with the deny arguments, the research revealed that the remuneration included utility service delivery at a cost sharing basis. This implies that to some extent there existed inclusion of service delivery in the remuneration system.

4.4.5 Channels or Procedures for Adopting a Specific Remuneration System

The researcher sought to find the procedures followed for adopting a specific remuneration system at ZHC. The study revealed as shown on Figure 4.3 that a number of processes are followed before a specific remuneration system is adopted by the ZHC. First, the Mission has to present empirical evidence to MOFA HQs for review. Second, the MOFA HQs has to respond to decline or affirm the particular remuneration system. The MOFA HQs through the PS forms a special committee to review the evidence presented from the Mission interested in remuneration system changes. The recommendations provided by the committee were then forward to the Remuneration Commission which further subjects its Public Service Management Division to review the proposals.

The proposals provided by the Division are harmonized with the Ministry through the PS then forwarded to Parliament for review and approval. If Parliament approves them, the remuneration system proposals are then handed to the responsible Cabinet Minister (CM) who then tables them in the Cabinet for final approvals. If approved by the Cabinet, the proposal is effected as a Policy and remuneration system adopted by the requesting Mission. This implies that except the Judiciary, for every new remuneration system involved two arms of Government alongside constituent agencies in facilitating the approvals. Also, insinuates that several and time consuming processes are involved in order to process a remuneration system adoption by a Mission. This was important for this study to guide on the channels used by the ZHC in adopting a remuneration system.

Figure 4. 2 Channel of Adopting Remuneration System



Source: Primary Data Responses (2017)

4.4.6 Service Delivery Measurements Adopted

The researcher sought to determine the service delivery measurements adopted by the ZHC. The research results revealed that service delivery is mainly measured through benchmarking the annual work plan. This was conducted by given set of objectives and specific subset of specific objectives to be met within each time frame. In these adjustments, annual work plans are assessed in quarterly terms for every Mission. For the unmet objectives or results, the Mission was asked to provide reasons for the cause. However, based on research results, the study reveals that inadequacy in resource availability and time lag in responsiveness to service delivery requirements or requests made by the Mission staff.

The study results also revealed that Annual Appraisal system was used to measure employee performance in delivery of services. Individual performance is based on the set departmental objectives to which everyone subscribes to attain within a given time schedule. This implies that benchmarking is an overall measure whilst individual appraisal system is specific led to ascertain the service delivery of the Mission and overall Foreign Service institution.

4.4.7 Measurements for Effective Service Delivery

The researcher sought to determine the measurements used by ZHC to measure effective service delivery. The results of the research revealed that work plans play a vital role in assessing the daily, weekly and monthly delivery of services and annual work plan in order to achieve service delivery. This was mainly recorded based on the actual activities carried out in every day. Work plans detailed the activities undertaken daily, time taken to complete a task and frequency of the activities.

The research also revealed the feedback system from clients was a good measure for service delivery. The responses collected revealed that ZHC staff employed a feedback form in order to obtain responses from clients on the satisfaction of services offered to them. Majority of the clients who benefited from ZHC services such as supporting the diaspora community during passport renewals, travel documents, validation of documents, processing for the deceased Zambians, incarcerated Zambians, timely payments to clients, landlords relationships, utilities which included foreign nationals, Kenyans, Zambians, tourists visiting Zambia and other commercial enterprise fraternity. This involved

processing and rigorous validation of documents by the ZHC staff. This was argued to be an institutional appraisal by the clients as was adopted by the ZHC for review in their service delivery performance.

The study revealed also that that feedback from MOFA HQs was an effective way to respond to prepared reports from ZHC. ZHC staffs were responsible for the preparation of service reports for further review by the MOFA management. Feedback from MOFA HQs focused on the departmental objectives and if the targets were clearly met and individual targets serving in the mission. Based on the findings, it implies that the ZHC relied on the feedbacks from the employer and clients as well as work plan execution as critical measures of effective service delivery. This is vital to this study in order to comprehend the means in which public institutions of other foreign nations measured the delivery of services.

4.4.8 Employee Concerns for Effective Service Delivery

In order to understand effectiveness of service delivery, the researcher sought to determine if employees had concerns over the delivery. The research study findings revealed that main concerns mirrored on inadequate financial resource allocation that could enable delivery and implementation of work plans and services to clients in the host country. The research results further revealed there was a lag in communication and receiving responses from the GRZ MOFA Headquarters in Lusaka. A limited number of requests were respond to from the HQ thus led to dissatisfaction of clients and slowed the delivery of services.

The results also revealed of the research revealed that the delayed communication on matters of concern and urgency regarding the delivery of services in the Mission. The research findings also revealed that employees working at the ZHC were mainly concerned with working tools relevant for delivery of services. This implies that ZHC has limited tools of working and there are incidents of unclear communication plan which would derail or lower service delivery. This helped the study to note the influence of employee concerns and their contribution on delivery of services and organizational performance.

4.4.9 Confirmation for Specific Service Delivery Code, Manual or Policy

The researcher sought to confirm the existence of a specific service delivery code, manual or policy. The study findings revealed that the Zambia high Commission had Terms and Conditions of Service for diplomats (civil service) and Foreign Service Regulations and Conditions of Service (2007) enshrined in the Foreign Service Regulations and Finance Act 2006. This implies that all ZHC staff was guided by a specific guide in their service delivery. This helped the study to note that all Foreign Service staff are guided by rules and conditions in their service delivery thus ZHC is compliant with relevant Laws and regulations.

4.6 Discussion of the Findings

Based on the above findings of this study, a remuneration system adopted at the ZHC (a public institution) had various allowances as compared to the other known remuneration components in public service. These findings agree to KIPPRA (2013) study on the assessment of wage earnings in the public service that the composition of gross wages is

skewed towards allowances and fringe benefits. KIPPRA (2013) added further that the proportion of allowances in gross salary accounts for over 50% across all job groups in the civil service as this excluded other allowances not reflected in the payroll. A strong remuneration system encompasses considerations of the employees in order to meet their perceived expectations subject to contributions for the organizations (Dovepress, 2005). Allowances motivate employees to deliver in their respective areas of service although the base salary maybe to a minimal case (Fall, 2013).

This study also revealed use of feedback system and work plans as service delivery measurements. Whereas clients may provide a genuine feedback for the services provided, Government monitoring and structural rigidities impose slow service delivery that would lead to dissatisfaction of intended interest visits or lower morale of the staff. An effective service delivery improves the staff productivity and leads to improved organizational performance and reputation (Witter and Bertone, 2015). Variances in the remuneration systems for the staff as revealed in this study leads to staff demotivation agree to KIPPRA (2013) findings that Kenyan wage compression was on its highest point for about 20:1. The study findings also revealed similar trend of civil servants earnings with a scale of 98:1 between the highest paid and lowest paid servants as reported in the Salaries and Remuneration Commission.

The study findings revealed use of benchmarking and individual appraisal system as an effective way service delivery measurement for an institution and employees. Baran (2012) agrees with these findings based on a conducted study about the management and insights

into the behaviour of employees in measuring the productivity. The findings revealed that motivated employees had an increased productivity as compared to demotivated or otherwise lowly earning employee doing a similar work in the similar organization.

Solving employee concerns and ensuring adequacy of resources is important for performance of an organization not as conversely revealed in this study. Andy et al (2015) observed that intensive productivity for an institution included sufficient information, resource pooling and employer motivation through good remunerations. Therefore, Andy et al (2015) study findings differed with the unavailability of resources affected performance of service delivery at the Zambia High Commission.

Effective and efficient implementation of pay policy reforms requires efficient data and information management systems. Thus, relevant government organs should strengthen the Integrated Payroll and Personnel Database system and develop an information management system for human resources in all employment institutions under public sector, both at national and devolved levels (KIPPRA, 2013). The study recommended that the system should capture, among others, information on pay, employee characteristics, and best pay practices. The information can then be used to inform policy in the short and long-term, and for monitoring and evaluation of pay policies in the country.

KIPPRA (2013) noted that the initiative to undertake a job evaluation exercise to determine the value of each job description is in the right direction. This should be completed with a view to continually improving the working conditions in the public sector. The results of

job evaluation should be supplemented with other pay decision-making strategies, such as market benchmarking and cost of living. Therefore, this study found that public remuneration systems adopted at the ZHC had an influence on the kind of service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the research results, conclusions on the major findings and recommendations based on the findings of the study. This chapter also states the limitations encountered during the study, policy implications of this study. This chapter finalizes by providing suggestions for further studies.

5.2 Summary

The study findings revealed majority respondents were male by 67% and female 33%. Majority are aged 37-47 years by 44%. The study also revealed most employees at ZHC had a First degree by 44%. Also, the study determined the experience level of respondents where by majority had served for 2-5 years by 56%. In addition, majority staff members belonged to Low Cadre staff level by 56%.

The research results also revealed that the components of remuneration systems adopted at the ZHC were allowances, salaries and benefits. The research revealed to a wide scale, there were more allowances provided than any other component, consisting of: mission staff or diplomat, housing allowance, entertainment allowance, spouse allowance, extra accreditation purposes allowance and children allowance, utility allowance and medical allowances. The study also revealed representation vehicle allowance, utility allowance and

telephone allowance were additional packages in the remuneration systems paid to top diplomatic staff.

The research revealed that cost of living and staff Service rank were considered in adopting a given remuneration system. In addition, the study revealed that service delivery was included in the remuneration system. Subsequently, the HQ and Clint feedback systems and work based plans were used as service delivery measurements. Further, the study revealed that appraisal system and benchmarking were some of the measurements of service delivery. The study revealed that ZHC employees had concerns with the cost sharing, work based tools and representation, their remuneration and lagged communication responsiveness to the Mission from MOFA HQ. The study also confirmed that was a service delivery manual, code and policy at Zambia High Commission. All these findings depict that the remuneration system adopted by the ZHC had an influence on service delivery.

5.3 Conclusion

This study infers that components of adopted public remuneration systems have an influence on service delivery. This was evidenced by the variation of remuneration systems packaging and the motivation to deliver functions in the area of responsibility. This study further concludes that Foreign Service staffs are remunerated in accordance with cost of living, rank of service and particular economic performance in the area of service despite majority remunerated highly performing limited roles. This was evidenced by the revelations that representation allowance applied specifically to category staff as defined in

Foreign Staff Terms and Conditions without any consideration of diversity, wide area of representation and roles assignment to specific office holders.

Based on reported findings, the study infers that lengthy channels were complied with when proposing a new remuneration systems therefore lagging service delivery. This was because majority of staff members may not deliver to their full abilities. This could be assessed as institutional limitations and promotion of inefficiency than converse for improved productivity, high performance ratings for Foreign Service ratings and clients ratings based on the speed of service delivery.

This study also concludes that ZHC has adopted feedback system from the HQ and its clients and work plans as service delivery measurements. The study concludes that the slow feedback system from the MOFA HQ slowed service delivery by Mission staff members. The study concludes that unachievable work plans targets were affected by the lack of adequate resources and lagged responsiveness from the MOFA HQ.

The study further concludes that benchmarking and individual appraisal systems are the measurements of service delivery at ZHC. Employees raised concerns therefore, this study confers that work environment, allowances provided to Foreign Service staff, inadequate work resources and representation duties affected the employees as they are concerns and recurring during the period of service. The study also concludes that ZHC had a manual, Service Code and Policy for compliance by the Mission officers and visiting clients.

Therefore, this study makes a conclusion that public remuneration systems adopted affected service delivery at the Zambia High Commission in Nairobi.

5.4 Recommendations

This study recommends that the current Foreign Service Regulations and Conditions of Service (FSRCS) should be revised in order to implement the newly revised FSRCS to allow them be in tandem with the dynamic economic trends. With increase in the cost of living and education worldwide, this study recommends an increase of education allowances and other employee allowances in order motivate employees serving Zambia High Commission to deliver better services to the public. For instance, GRZ could procure house apartments for the diplomatic staff instead of high frequency of requests for increase in house allowance. This is mainly because with changes in economic boom in Kenya, residential renting and cost of housing is expensive. This could enable the staff perform their duties with ease without disruptions.

The study also recommends frequently briefing with Commission of Remuneration for subsequent communication on remuneration matters and changes so as to develop an appropriate organisation structure for the Public Remuneration Commission with clear roles and responsibilities, functions, reporting relationships, and staffing levels in addition, the study recommends that there needs to be in place all administrative and logistical arrangements to ensure the smooth operation of the public remuneration systems.

The study recommends undertake conduct a survey in Missions selected on account of recording significant progress in pay reforms and having institutions with similar mandate to the Zambian Emoluments Commission with a view to learning international best practices in emolument determination and administration. Kenya, Ghana and Singapore should be among countries to be toured. Also, the study recommends that ZHC should organise a workshop of stakeholders to brief Permanent Secretaries & Responsible officers on the existing remuneration systems in Zambian public sector.

Further, this study recommends that there's needed adequate budgets be allocated towards capacity building programmes, extensive training. Build capacity of both Commissioners and members of staff of the Commission to be able to review, harmonise and rationalise emoluments in State Organs and State Institutions; carry out research pertaining to emoluments and monitor and evaluate the implementation of policies on emoluments and approved emoluments levels for State Organs and State Institutions. This should include short term training in the areas of emoluments determination and administration, Job Evaluation; Classification and Grading; Payroll Management and Audits; Research on emolument related issues; Negotiations; Pay and Productivity; Policy Formulation and Evaluation; and Monitoring for Compliance.

The study also recommends that there be created a library/reference centre on information and remuneration management and develop communication strategy for the public service for purposes of explaining policy interpretation and providing guidance on the work of the remunerations commission. This will enable information accessibility for the staff and

other visiting service officers. The study recommends that Zambia High Commission should undertake Job Evaluation in order to make recommendations for Re-grading Exercise to current Public Service Collective Agreements; Conditions of Service for Management employees in the Public Service. Subsequently, the study recommends ZHC should conduct a desk review of the legislation for similar institutions in Ghana, Kenya and the UK to guide Zambian system. Further, there is need to hold discussions on the proposed organisation structure for treasury authority approval.

5.5 Limitations of the Study

This study met challenges while conducting and finalising on the findings from collected data. First, respondents took longer than expected to book an appointment interview in order to answer the questionnaires prepared for them. This led to a derail in the development of the final project paper. However, the researcher solved this by reminding the respondents about the submission deadlines through email, phone calls and text messages.

Secondly, this study encountered unwillingness by the respondents to affirm for an interview with them. This was alleged on the confidentiality of the information required and unclear motives by the objective of this study. The researcher confided with them that this was an academic study and their responses will not have reach to third parties. Thirdly, the timing to conduct this research, the researcher being a diplomat was involved in several official duties leading to overworking till late hours in order to complete the whole research.

5.6 Policy Implications of the Study

Remuneration is a critical issue both in public and private sectors. Therefore, the outcomes of this study will richly benefit the employees and employers in the two sectors, more importantly, public sector. Discrepancies in remuneration systems within the Foreign Service and other areas of public service would get remedy if policy formulators and implementers took concern of these study findings. Therefore, in contributing to policy formulation, execution, these study findings will contribute in the harmonization of remuneration systems and boost morale of service within the public service.

Foreign Service studies mainly concentrate and mirror into relations of countries and other multilateral institutions without taking note of the welfare of the staff responsible for the execution of the mandates, therefore, this study will contribute into the theory of remunerations systems in public service and present empirical evidence how it affects performance of Foreign Service units that poised to enhance state relations and other matters under foreign services.

Government of the Republic of Zambia undertakes seriousness with service delivery to its citizens in the homeland and diaspora. To steam the service delivery of the Foreign Service unit and to other nationals (including employees of host countries), findings of this study merit as a solution if adopted in reviewing the manner and nature of delivering public services by taking concerns of public servants and inducing equity in developing remuneration systems.

5.7 Suggestions for Further Study

Studies anchoring on leadership and administration issues related to remuneration systems should be conducted not limited to the Foreign Service or public service but also comparative studies on bilateral countries or private sector and public sectors. This study further suggests critical look into the areas of policy concerns and influence in implementing specific remuneration systems. Finally, studies anchoring on public servants' perceptions on remuneration packages paid to national civil service units and Foreign Service units not limited to a comparative study on the two areas within the public service.

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APPENDICES

APPENDIX I UNIVERSITY LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

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P.O. Box 30197
Nairobi, KENYA

24 October 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

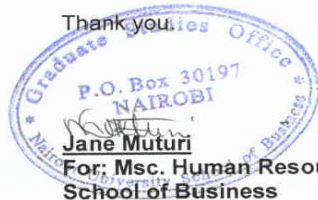
INTRODUCTORY LETTER FOR RESEARCH
FRANCIS CHIWELE KANYEMBO– REGISTRATION NO. D64/84590/2016

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (Msc. Human Resource Management) option degree program in this University. He is conducting research on "*The Influence of Perceived Public Sector Remuneration on Service Delivery at Zambia High Commission in Kenya*".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you



Jane Muturi
For: Msc. Human Resource Management Co-Ordinator,
School of Business

JK/nwk

APPENDIX II LETTER OF INTRODUCTION

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH ASSISTANCE

I am Francis Chiwele Kanyembo, a postgraduate student at the University of Nairobi taking a Master of Science in Human Resource Management. I am conducting an academic research paper with the title “*Public Sector Remuneration Systems Adopted by Zambia High Commission in Kenya*”. You are chosen among other respondents to assist in face to face interview. Your support is welcome.

Thank You.

Yours Sincerely,

Francis Chiwele

APPENDIX III INTERVIEW SCHEDULE

SECTION A DEMOGRAPHIC INFORMATION

1. What is your gender?

- a) Male []
- b) Female []

2. What is your age bracket?

- a) 26-36 Years []
- b) 37-47 Years []
- c) 48-58 Years []
- d) Above 59 Years []

3. What is your academic/professional background level?

- a) Secondary Certificate []
- b) College Level []
- c) First Degree Level []
- d) Masters Level []
- e) PhD Level []

4. How long have served in the Zambia High Commission in Nairobi?

- a) Less than 1 Year []
- b) 2-5 Years []
- c) 6-10 Years []

d) 11-15 Years

e) Above 16 Years

5. In your organization, which of the below rank levels do you belong in?

a. Diplomat Level

b. Diplomatic Staff

c. Low Cadre Staff

**SECTION B ADOPTED REMUNERATION SYSTEMS AND SERVICE
DELIVERY IMPACT**

1. What are the components of your remuneration systems packages?

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2. What are the additional packages for specific staff members in the adopted remuneration system by your organization?

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3. What’s mainly considered by your organization in adopting a given remuneration system?

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4. Does the remuneration system adopted at your organization include service delivery?

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5. What are the channels or procedures for adopting a specific remuneration system?

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6. What are the service delivery measurements adopted by your organization?

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7. In rendering services at your organization, what are the measurements for effective service delivery?

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8. What are the employee concerns when providing effective service delivery at your organization?

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9. Does your organization have specific code, manual or policy that guides service delivery?

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Thank You.