



Faculty of Commerce

Department of Business Management

**AN EVALUATION OF THE EFFECTIVENESS OF RESULT BASED
MANAGEMENT AS A PERFORMANCE MEASUREMENT TOOL IN THE
DEPARTMENT OF VETERINARY SERVICES BULAWAYO DISTRICT.**

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ABSTRACT

The aim of the study was to identify the factors impeding the implementation of Result Based Performance Management in the Department of Veterinary Services, Bulawayo Matabeleland North. The researcher also intended to suggest how the Department can overcome the challenges. In addition, the researcher wanted to add literature to the body of knowledge as well as filling any study gaps in implementation of Result Based Performance Management system. In this case study the writer used both qualitative and quantitative research .The questionnaires were the main data collection tool used .The data was coded and processed using Statistical Package for Social Sciences software and Microsoft Excel. Using this software, the researcher presented the data in form of frequency tables, bar graphs and pie charts. The findings of this research revealed that most of previous writers did not view the problem of budgets cascading down to the strategic action points as a serious factor hampering the implementation of Result Based Performance Management .It was further revealed that the employees of the Department of Veterinary Services were fully aware of the implementation of R.B.P.M, but are not well trained in order to change culture. Moreover, the problems such as shortage of resources, system inflexibility and attitudes of appraisers also significantly contributed to the R.B.P.M implementation failure. Such problems were also noticed by previous writers but making errors of modeling other nations with different cultures unique to the Zimbabwean situation. The study recommended that a system should not be imposed to employees, but training aimed at cultural change should be carried out in order to gain the support of the critical mass. The researcher further recommended that once a system is put in place, it should be followed up. Resources should be mobilized to support the system implementation. In addition, those employees already trained should train others and spread the knowledge of RBM.