



Assessing the effectiveness of human resource strategies in local government authorities: A case of Nalolo town council

Mpange Jere Enock*, Attridge Mwelwa

Department of Business Administration, Graduate School of Business, University of Zambia, Zambia

Abstract

Local government authorities are operating in a challenging environment where providing services is not the only goal that precludes their existence. It is evident that competition is not only the features of the private sectors, but also local government are now days competing themselves in the public sphere, and are competing with the private sectors in terms of standard of services they provide. It is therefore inevitable for local government to adopt HR strategies concept in service delivery. The purpose of this study was to establish the effectiveness of HR Strategies for local government authorities in Zambia, with the case of Nalolo Town Council in western Province. To conduct the study, a mixed research design was employed. In addition, data was collected using a semi-structured questionnaire. Data analysis was conducted using SPSS v23 package and thematic analysis.

The finding reveals that, HR Strategies have gained prominence in local government authorities in Zambia and it has to some extent helped local government accomplish its goals. However, there have been some challenges and opportunities in the practice of HR Strategies. Examples include poor participation of members of staff and other stakeholders (councilors) in formulation, implementation and review of human resource strategies and centralization of some HR Strategies to central government. The researcher recommends that, local government have to be given autonomy to set and implement their programs in response to the community priority. Also, capacity building should be regularly provided to local government staff and leaders so that they can be in positive to undertake and coordinate their strategies effectively.

Keywords: Local government, strategic human resource, organizational objectives, Nalolo Town council

Introduction

Organizations are formed in order to achieve predetermined objectives via the application of strategies to available resources. The primary motivation for forming public sector organizations is to provide high-quality services to the general population.

It is widely held, as evidenced by the human relations school pioneered by Elton Mayo's Hawthorne studies at Ohio State University and Rensis Likert at Michigan State University, that organizational goals are dependent on employee management, teamwork, and intrinsic satisfaction, and to a lesser extent on the employees' skills, knowledge, and competencies (Cole 2002) [16].

Modern businesses recognize this and have moved away from traditional human resource management toward a more flexible notion known as Strategic Human Resource Management (SHRM).

Human Resource (HR) practices that are aligned with organizational strategy are linked to organizational success (Mwatete, 2012).

Companies that use SHRM practices place a higher value on their employees' growth as skilled workers. Staffing, training, elevation, welfares, participation, performance assessment, employee selection, and incentive are some examples of SHRM practices (Ayers, 2015; Chaudhary, 2020; Zakaria *et al.* 2020 and Guest, 2011).

Strategic recruitment and selection, strategic incentive and compensation, strategic training and development, and strategic performance assessment are the most significant SHRM practices (Kadhim, 2017). As a result, the focus of this research will be on Khadim's 2017). Recommendations.

Background

Local government performance in Zambia is now being hampered by a lack of SHRM. Local government authorities in Zambia work in a challenging climate where providing services isn't the sole purpose that drives their existence; they also need to deploy human resources strategically. It is clear that competition is a hallmark not just of the private sector, but also of municipal governments in terms of service quality. As a result, SHRM adoption for organizational performance is unavoidable in local government. The goal of this research is to see how SHRM affects organizational performance.

The research looked into the impact of Strategic Human Resource Management on business objectives. Local authorities are government-created organizations established under Zambia's Local Government Act, Cap 281 of the laws. These institutions were established with the goal of delivering municipal services and other delegated central government tasks to the towns within their authority for and on behalf of the government. The provision of services and contributing to the citizenry's quality of life are two of the duties that Local Authorities are required to undertake.

Local authorities are quasi-institutions that operate as a replica of central government with district parliaments which make by-laws yet with executive wings referred to as Directors and employees of the council (Local Council Zambia, 2015). The council comprises of the mayor who is elected on the basis of adult universal suffrage within the district, councilors within their respective wards and the directors of relevant departments who act as a board of directors which guides policy of the Local authority while day to day operations is rested on management and its employees (Local Council Zambia, 2015).

1. History Background of Local authorities in Zambia

There are 116 Local authorities in Zambia which are overseen by the Ministry of Local government with 5 being city councils, 15 Municipal Councils and 96 Town Councils which previously were called District Councils (Government Republic of Zambia, 2015). The Local Government Service Commission currently provides for recruitment of staff which previously was the preserve of the council. The organizational structure depends with the category in which the Local Authority falls under be it city, municipal or town council and is standard regardless of the level of responsibilities. Unlike what is commonly said that strategy determines structure in the Local Authority the structure does not change.

Over the years Zambia has employed three systems of Human Resource Management in local government namely, the separate system, the unified local government service system and the integrated public service system (Chitembo and Mukwena, 2014) ^[13]. Chitembo and Mukwena (2014) ^[13] pointed out that the separate system involves Local Authorities appointing its own manpower, developing and managing it within its confines; the unified local government service system is where a central body is accorded the power to recruit staff in all Local Authorities and the integrated public service system where all public service staff should be under one body at the district.

In 1964 the Ministry of Local Government employed a separate system under which Municipal and Township Councils employed their own staff. The system provided each Council the freedom to plan its human resource requirements in line with its needs this included freedom to recruit, develop and retain its employees and this system worked well and smoothly as the established order of Human Resource Management (United Cities and Local Governments, 2005). However, towards the end of 1964, the system of local government experienced a movement of professionally and technically qualified human resource which resulted in a general deficiency in critical departments of local authorities such as lawyers, engineers, accountants, public health personnel among others (UCLG, 2005).

In 1965, the Local Government (officers) Act Cap 477 established a part time Local Government Service Commission (LGSC) whose functions was to determine the salaries and salary structures and other conditions of service. The Act also made clear the qualifications for specific officers who held specified positions for example, in City and Municipal Councils, offices of Town Clerk, City Treasurer, Engineer, Medical of Health and in Township Councils, office of Town Secretary. The Act went further to ascertain the tenure of office, duties and functions of officers. During this same period, the Minister of Local Government under this Act, established and constituted the Local Government Service Boards which recruited and performed similar functions to those of the part-time Local Government Service Commission but for Rural Councils only.

In 1974 a full time Local Government Service Commission was appointed by the President under the Local Government Service Commission Act No33 of 1974. The Commission was given the power to recruit, transfer and discipline officers including regulating the conditions of service. The full time Local Government Service Commission was responsible for all the local authorities meaning that local authorities did not have the freedom to decide on the affairs that affected their employees without consulting the commission. The system

was in place until 1991 when the Local Administration Act was repealed and replaced by the Local Government Act no 22 of 1991.

During this period, the power to make local government service regulations was vested in the Minister of Local Government and Housing. The Minister also had the power to establish and appoint the Local Government Service Commission and the Commissioners. Other powers included the determination of the commission's functions through the local government service regulations. This gave the Minister complete power to change the way in which staff was regulated in the local government service. It meant, for example, that the Minister was able to exert excessive influence over appointments and transfers.

However, by 1996, the Human Resource Management in local government reverted to the separate system following the dissolution of the Local Government Service Commission and the subsequent issuance of Statutory Instrument no 115 of 1996 which gave powers to appoint, second, dismiss or discharge, promote and to establish offices to Councils. Further, Provincial Service Boards were established to review disciplinary cases and hear appeals from aggrieved officers. A non-transferrable type of service was established (Pelekamoyo 1997). This system operated with a measure of success although some elected officials abused the powers vested in them to the dissatisfaction of most local government officers.

In 2009, Local Government Service Commission was established following complaints by officers over the mistreatment they received from elected officials. This coupled with other extenuating factors, it pleased the Minister of Local Government and Housing to cause an amendment to the Local Government Act subsequent upon, the Local Government (Amendment) Act no 6 of 2010 was enacted to re-establish the Local Government Service Commission for the fourth time (GRZ 2010). The Amendment Act gave absolute powers over staff in divisions I to III, to the Local Government Service Commission. Further, the Act reserves the power for the President or the Minister to give general directions to the Commission or to any person to whom the functions of the Commission are delegated, with respect to the discharge of the functions of the Commission as the President or the Minister may consider necessary and the Commission or that person, as the case may be, shall comply with those directions (Local Government (Amendment) Act no 6 of 2010). This is the position to-date Local Government Service Commission handles all human resource matters for all the local authorities in Zambia and the Local authorities are at the receiving end.

Statement of the problem

In Zambia and in most Local authorities in particular, SHRM has been narrowed down to administrative roles namely; preparing of staff returns, the payroll, conducting performance appraisals among others. The Local Government Association of Zambia (LGAZ) (2014:14) pointed out that the failure of Local government to provide social services to a wide population at acceptable standard is due to lack of policy and direction, ineffective management worsened by underfunding.

In addition, the Local Government Association of Zambia (LGAZ) (2014:127) stated that, there are several challenges that have confronted the system of local government in Zambia in relation to Human Resource Management. Some

of these relate to failure to attract and retain qualified and skilled personnel and lack of policies to strategic human resource management. In 2012 the Local government guidelines on the introduction of strategic planning and management in councils were formulated but up to now they have not produced desired results. The guidelines were about introduction of strategic management in Councils which sought to assist Council's link planning and implementation in a strategic way by having a clear focus that guides decision making (Government of the Republic of Zambia, 2012:1). Local Government Association of Zambia further claimed that, Training in local government does not respond to the strategic objectives of each local authority. Given that local authorities are different in their operations; it follows therefore that one size does not fit all when it comes to designing training which should respond to the diverse conditions obtaining in various local authorities in Zambia. (2014:132)

It is asserted that SHRM plays a key role in coping with the mentioned challenges. This is because it stresses the fact that if the organizations performance is to be enhanced there is need for alignment of their goals and objectives with the organization's vision and mission. However, in Zambia and in local authorities in particular little has been done to determine the effect of effective SHRM on organizational performance. It is in view of the above, that there is need for a better understanding to that effect. There is need for Local Authorities therefore, to put in place strategies whose objective is to lessen external pressures while at the same time implementing vigorous internal strategies aimed at having employees who are well remunerated, knowledgeable and qualified for the job. This entails need for SHRM that ensures that employee skills, knowledge and competence are transformed into organization goals.

1. Research Objectives

1. To evaluate the effect of Human Resource Strategies on the attainment of council's overall goals (targets).
2. To analyse the Strategic Human Resource Strategies processes undertaken in local government authorities.
3. To examine factors influencing the implementation of human resource strategies in local government authorities.

2. Significance of Study

The study aims at underscoring the factors that affect the applicability of the HR strategies in the local government in Zambia. Therefore, the study is expected to be significant to the government and the stakeholders as follows:

1. The result of this study intends to help the government and policy makers to ensure that the local government authorities receive enough support for the implementation of HR strategies that reflect the requirement of the people at the local levels.
2. It also aims to help other researchers to identify possible areas for further research, as it will offer additional references for those interested to undertake the research on the HR strategies in the public sectors.
3. It was undertaken to provide an added knowledge to whoever is interested in acquiring and developing abilities on the formation and implementation of the HR strategies at any institution/organization of concern.

Literature review

This chapter gives a general idea of articles that have been written on the topic of study and an analysis on the articles by the researcher. The chapter presents empirical studies on the topic that has been done by a number of researchers and authors in different regions. The aim of this chapter is to explain, highlight, and offer agreements and dispute existing literature on the subject.

1. Theoretical framework

The theoretical framework explained the theories that were adopted to explain the relationship between the independent variables and the dependent variable. According to Gabriel (2008), theories are developed so as to explain, predict and understand phenomena and to challenge and extend the existing knowledge within the limits of assumptions. The following theories were adopted for the purpose of explaining and extending the existing knowledge on the topic under study.

1.1 Resource based theory (1991)

The main proponent of the theory is Barney. Barney (1991) explains that sustainable competitiveness can be achieved when an organization has resources that its competitors cannot imitate. The theory assumes that, organizations should ensure that they evaluate their employees to make sure that the employees possess the right skills that help the organization gain competitiveness (Barney, 2001). When the resources required by the organization are not available, organizations should make up for the shortage by recruiting and selecting the required employees. Madhani (2010) explained that the resource-based theory assumes that the weakness of the organization comes from the quality of employees which the organization recruits. Boxall (1998) asserts that, organizations achieve excellent performance by recruiting and keeping exceptional employees. Technology can be acquired any time at a price however; recruiting exceptional, committed and loyal employees is not easy (Sparrow *et al*, 2002). Thus, in order to have increased organizational performance, companies should recruit and select qualified resources (human capital). The relevance of this theory is to explain the importance of strategic recruitment and selection in achieving organizational performance.

1.2 The Equity theory

According to Adams (1963), the equity theory explains the principle of fairness. The principle of equity explains that, fairness shown when appraising employees plays an important role in motivating workers and might affect performance of employees. Muiri (2006) explains that, performance appraisal is only said to be effective if it is fair. Ahmed *et al*. (2007)^[4] warns that, the human resource should ensure that employee appraisal is centered on achieving fairness and effectiveness if organizational performance is to be improved. This theory was adopted to explain strategic performance appraisal and compensation and organizational performance.

1.3 The Best Practice Theory

This theory is based on the assumption that there is a set of best HRM practices and that adopting them will inevitably lead to superior organization performance. The best practice rubric has been attached by a number of commentators.

Cappelli and Crocker-Hefter (1996) commented that the notion of a single set of best practices has been overstated. There are examples in virtually every industry of times that have very destructive management practices. The destructive human resource practices shape the core competencies and determine how firms compete. It is from this ground that nothing could be more detrimental to HR strategies and to organizational success than for best HRM practice to be allocated in ways consistent with priorities indicated by approved annual objective.

2. Empirical studies

This part presents the empirical studies that have been conducted on the topic. The empirical literature will be presented from global findings and then narrowing it down to the African findings.

2.1 Global studies

Khadhim (2017) carried out a study in Iraq to investigate the impact of SHRM on organizational performance in oil companies. The study used a quantitative study and a structured questionnaire was used to collect data. The study used a sample of 301 respondents and the results showed that all SHRM practices (recruitment and selection, development and training, compensation and rewards) were positively linked to organizational performance. In addition, Caliskan (2010) conducted a literature review of the impact of SHRM on organizational performance. The review concluded that, there is a positive link between SHRM practices and organizational performance. However, studies by Guest *et al* (2003) conducted in 366 companies using a cross sectional and longitudinal data concluded that, SHRM had no causal effect on performance of the organizations. The study indicated that, SHRM are positively related to organizational effectiveness. On other hand, Sahling (2012), pointed out that, legal, political and economic factors play an important role in the implementation of SHRM in European Union (EU) countries like Romania. Due to these claims that SHRM needs to be moderated to have an effect on organizational performance, Sherafati and Mohammad (2014), conducted a study in Iran to investigate the impact of SHRM on organizational performance. The study used a sample of 84 respondents. The study concluded that SHRM leads to increase in flexibility, commitment and competence which lead to an increase in organizational performance.

2.2 African studies

Claasen (2017) ^[15] conducted a study in Namibia to investigate the impact of SHRM on organizational performance in the food processing industry. The study used a qualitative research design and collected data through interviews. The study concluded that all SHRM practices influenced the performance of the organization by increasing competencies, commitment, motivation and job satisfaction. Besides, another study was conducted in Kenya by Waiganjo *et al* (2012). The study investigated the link between SHRM and organizational performance of corporate organizations. The study performed a literature review and concluded that increasing SHRM increases organizational performance. A similar study was conducted in the country but focused on production companies in the country. The study by Kimani (2010) ^[27], investigated the effect of SHRM on firm performance. The study adopted a descriptive design and sample of 36 firms was used due to poor response rate. The

study used SPSS and correlation was used as a means of analysis. Surprisingly, in spite of all the claims that SHRM positively influences organizational performance, the study results showed that there was a weak negative relationship between SHRM practices and organizational performance. Weldetekle (2013) conducted a study in Ethiopia's telecom company to explore the effect of SHRM on organizational effectiveness. The study used a quantitative approach and used a sample of 121 respondents. In Ghana, Quansah, (2013) conducted a similar study in rural banks. The study used a sample of 150 and used purposive sampling technique. The study findings showed that, the human resource policies are not properly implemented due to lack of experts in rural areas resulting into poor organizational performance in the banks. Economic changes might impede the profitability of the company, thus affecting the ability of the organization to hire competent workers who understand SHRM (Classen, 2017). The availability of technology enables human resource department to perform SHRM practices efficiently (Tiwari and Saxena, 2012). On the other hand, changes in legislation in the country influence the functions of human resource such as selection and recruitment and compensation (Olasoji, 2019).

Wairimu (2014) conducted a study on the challenges of implementing human resource strategies in the public sector. The study collected data from five ministries in Kenya using a structured questionnaire. The findings indicated that organizational culture of the ministries is based on seniority and not healthy for the implementation of HR strategies especially performance-based systems; rigid organizational culture which has made implementation of strategy difficult; closed and has impacted negatively on the implementation of organizational strategies. On the other hand, it was found that financial costs and lack of support from top management were a challenge. The extent to which financial resources might be budgeted for the development of human resource strategies in the organization depends on the highly competitive business environment, particularly the economic scenario and position of the company (Mutsuddi, 2012).

Mwatete (2012) conducted study on the difficulties Kenya Sugar Board had in adopting strategic HRM. The study identified the following implementation challenges: Employee buy-in for organizational initiatives is difficult due to a lack of a dominant culture; management was willing to adopt a Strategic HRM approach to managing people, but their support in moving the initiative forward at the board level was found to be too slow; communication is key to strategy implementation, and a lack of clear communication strategies left employees unaware of Strategic HRM implementation, leading to resistance; and little knowledge of Strategic HRM.

Ume (2015) conducted a study in Ethiopia on challenges associated implementing human resource management in the public sector. Similar to the studies reviewed, the study employed primary data collected from 167 respondents using a questionnaire. It was found there was lack of training, transparency, integration, top management support, skills and employee capability to support the implementation of the program. In the Tigray Region state, research on merit-based human resource management were also done by Gebre (2014). According to his conclusions, the region's public sectors improperly use a merit-based promotion and incentive system, there is a bad performance system that undermines employee motivation, and merit-based recruiting and

selection are not adequately implemented. He comes to the conclusion that the effective implementation of merit-based HRM was hampered by political intervention, a lack of effective power separation, and a weak accountability system. Additionally, he lists inadequate recruitment planning, lack of equal opportunity, weak recruitment and selection committee capability, and insufficient accountability as real issues for human resource management in the area.

2.3 Zambian studies

In Zambia, Chasha (2010) [11] conducted a study to evaluate the effect of SHRM on corporate performance. The study targeted beverage companies and used a sample of 360 employees and data was collected using a structured questionnaire. SPSS was used for the analysis of data. The results of the study concluded that, SHRM influenced the performance of organizations positively.

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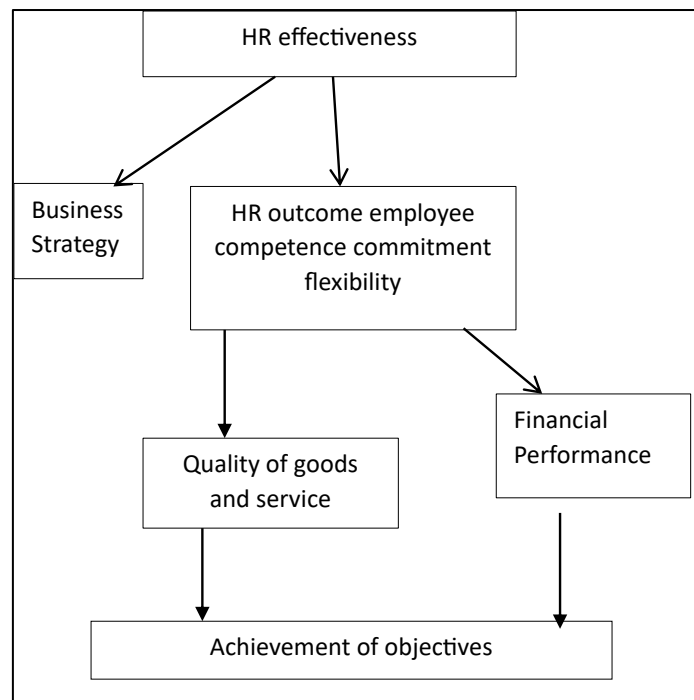
3. Identification of gaps in the literature reviewed

It can be noticed from the literature, there are so many studies conducted on SHRM and organizational performance, however, there are very few studies that have been done in developing countries much less measure performance using non-financial measures (Jan and Meyers, 2011). In addition, some of the researchers (Panayopoutus, 2003 and Zupa and Kase, 2003) depending on country and region did not completely agree that, SHRM directly affect organizational performance. Furthermore, most of the studies in the literature were conducted in other industries other than Local councils, including the study that was conducted in Zambia. Thus, creating a gap that needs to be investigated. It is the gaps identified above (lack of studies in developing countries like Zambia and in spite of the existence of such a study in Zambia (Chasha, 2010) [11], the study was conducted in beverages companies that have different operating policies compared to local councils) that this study wishes to address.

Conceptual framework

The conceptual frame work showed the diagrammatic expression of the concepts under study. In this study, the independent variable was strategic human resource while the dependent was objectives. Based on this, the following conceptual model was developed.

Independent variable



Dependent Variable

The figure above show that HR strategy leads to competencies and understanding of business strategy which leads to financial performance and quality delivery of goods and services and eventually achievement of organisational objectives.

Methodology

The design study used in the research was descriptive. The reason behind the use of descriptive was because it allowed

the researcher investigate the relationship or degree of association of the variables (Creswell, 2012).

The study used a mixed research approach. Data was collected using a semi structured questionnaire.

A population of 150 respondents was targeted.

1. Sampling Procedure

- The study targeted all the 150 respondents, convenience sampling techniques was employed.

- Convenience sampling involves using respondents who are “convenient” to the researcher.
- There is no pattern whatsoever in acquiring these respondents, they may be recruited merely asking people who are present in a workplace.
- Using this method in the data collection process, only 127 respondents were willing to take part in the study.

6.2 Data collection and analysis tool

The methods used to gather the data included;

- A semi-structured questionnaire was used because it allowed for the collection of both quantitative and qualitative data.

Collected data was analyzed using the SPSS software and the below tools;

- Descriptive Statistics
- Correlation and Regression Statistical Analysis tools

Relative Importance Index (RII)

Demographic Variables		Research Sample (n =)	
		Frequency	Per cent (%)
Gender	Male	57	44.9
	Female	70	55.1
Education Level	Diploma	76	60
	Degree	51	40
Age Range	18-25	4	10
	26-40	29	72.5
	41 and above	7	17.5
Duration in the council	1-5yrs	59	46
	6-10yrs	41	32
	11-15yrs	17	13
	16 and 20yrs	8	6
	Above 20yrs	2	3

Results

1. Objective One

The results from this study indicated human resource strategy positively influenced organisational objectives. This implies

that an improvement in human resource strategy leads to an improvement in achieving organisational objectives.

- Correlation value of 0.220 and p-value of 0.013
- T-value of 2.586 and p-value of 0.011

		Human_r esource_ strategy	organisat ion_obje ctive
Human_resource _strategy	Pearson	1	.220*
	Correlation		
	Sig. (2-tailed)		.013
	N	127	127
organisation_obj ective	Pearson	.220*	1
	Correlation		
	Sig. (2-tailed)	.013	
	N	127	127

*. Correlation is significant at the 0.05 level (2-tailed).

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance VIF
1 (Constant)	3.172	.348		9.104	.000	
What is your (sex) gender?	.285	.162	.156	1.764	.080	.999 1.001
How long have you been working with the District Council? education	-.035	.082	-.038	-.430	.668	.999 1.001
2 (Constant)	2.324	.473		4.918	.000	
What is your (sex) gender?	.278	.158	.152	1.759	.081	.999 1.001
How long have you been working with the District Council? education	.001	.081	.001	.013	.990	.969 1.032
Human_resource_strategy	.176	.106	.143	1.654	.101	.994 1.006
	.244	.094	.227	2.586	.011	.965 1.036

a. Dependent Variable: organisation_objective

2. Objective two

Relative Importance Index (RII) was used to rank the factors that hinder implementation of HR strategy in relation to their importance. The analysis was conducted using excel and the formula used is as follows:

$$RII = \Sigma W / (A * N)$$

- The results of the study showed that the council uses six strategic human resources strategies and these are training, work life balance, successful recruitment,

performance appraisal, fair compensation and reward and recognition.

- The results showed that training was ranked first while recognition and reward was ranked last.
- From the themes, respondents said” *I have been with the organization for more than 20 years but I have no certificate or trophy from the organization as an indication of my dedication*”. Clearly, this shows that there is no recognition system

Human resource strategy	5	4	3	2	1	TOTAL	N	A*N	RII	RANK
Training and development	7	8	45	224	225	509	127	635	0.802	1
Work life balance	3	18	75	204	195	495	127	635	0.780	2
Successful Recruitment and selection	4	20	153	168	100	445	127	635	0.701	3
Fair performance appraisal	38	22	120	152	0	332	127	635	0.523	5
Fair compensation and remuneration	51	30	72	148	0	301	127	635	0.474	6
Reward and recognition	34	24	111	176	0	345	127	635	0.543	4

3. Objective three

Based on the examination of the results, it was found that integration of human resource practices with the objectives of the organization was a major factor.

- The factor was ranked 1 indicating that the application of human resource strategies depends the integration.
- Lack of support from top management was ranked second factors, keeping HR strategy as a secret was the

third followed by lack of funding, employee involvement, interdepartmental cooperation and lastly efficient use of human resources.

Based on the factor identified, it is clear that a change in top management attitude would really do a lot of good in the implementation of strategic human resource at local council

Human resource strategy	5	4	3	2	1	TOTAL	N	A*N	RII	RANK
Human resource practices such as work life balance, recruitment and selection etc. are integrated in the councils strategy	13	12	168	208	60	461	127	635	0.726	1
Lack of support from top management	3	32	93	288	30	446	127	635	0.702	2
HR strategies are kept secret by top of management	10	8	102	284	40	444	127	635	0.699	3
Lack of funding to support human resource practices such as training, recognition etc.	2	56	93	208	70	429	127	635	0.676	4
Employees at all levels be involved	21	80	84	152	0	337	127	635	0.531	5
Interdepartmental cooperation in the formulating, implementing and evaluating council's HR strategies	15	102	90	112	15	334	127	635	0.526	6
Efficient utilization human resources through workforce flexibility and the widespread us of teams.	39	52	90	108	25	314	127	635	0.494	7

Conclusions

The aim of the study was to assess the effect of human resource strategies on organisations objectives. Based on the results, it was found that Strategic Human Resources is positively related to organisational objectives and therefore, the hypothesis of the study was supported. This implied that, increasing the levels of strategic human resources does result into an increase in the levels of employee performance in the Council.

The results of the study showed that the council uses six strategic human resources strategies and these are training, work life balance, successful recruitment, performance appraisal, fair compensation, reward and recognition. The results showed that training was ranked first while reward and recognition was ranked last.

Relating to the challenges affecting the implementation of human resources strategies, integration within the organization was ranked first. Lack of support from top management was ranked second factors, keeping HR strategy

as a secret was the third followed by lack of funding, employee involvement, interdepartmental cooperation and lastly efficient use of human resources.

Based on the results, the following are the recommendations.

1. The Council administration need to ensure that performance systems are transparent to ensure that employee attitude towards work is positive
2. In regard to using training and development to improve employee performance, management should ensure they encourage, nurture and support employees during training and development process.
3. With regard to reward and compensation, management of councils should ensure that rewards and compensations of employees are fair and based on employee performance. In addition, all bonuses and promotions should be just too. This will make employees have respect for their superiors and believe in the objectives of the organization.

4. Committees ought to foster strong culture, making a compelling authoritative
5. design, getting ready financial plans, creating and using data frameworks, and connecting worker remuneration to hierarchical execution.

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