



From Bureaucracy to Modern Public Administration: The Zimbabwean Case

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Abstract

Public sector reforms in Zimbabwe is an area which has recently received attention due to the increase in demand for quality goods, services and accountability by the public. Allegations on poor service delivery and arrogance by public sector employees have been raised. In view of the above, this study seeks to interrogate bureaucracy in the management of teachers in a rural setup. A case study approach was taken. The study found that bureaucracy was no longer an effective and desirable management approach that could lead to improved employee motivation and performance due to its rigidity and inability to be in accordant with modern management practices. Respondents noted that modern organisations are transforming into responsive, competitive and agile providers of goods and services that satisfy the needs of their clients and stakeholders. It was recommended that it is critical for the civil service to strive to execute focused improvements aligned with strategic goals through advanced problem-solving methodologies and thought-processes that develop the right behaviours for sustained improvement. The study concluded that adaptive management styles could go a long way in the administration of the Zimbabwean civil service and beyond.

Keywords: adaptive management styles, employee performance, service delivery