

A Paper on Ghost Worker Syndrome: A Panacea to Zimbabwe's Bloated Public Service

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Abstract: The ghost worker syndrome has been a menace across all tiers of the Zimbabwean government and has led to the government spending billions of dollars resulting from money being siphoned through payments to non-existing employees. Consequently, the geometric annual increase in the wage bill gobbling about 97% of the fiscus has become worrisome, hence the Zimbabwean labour net has become saturated and the nation's economy being put in absolute jeopardy and quandary. This paper therefore examines the effects of the ghost workers' syndrome and how the instrumentality of integrated personnel payroll and information system (IPPIS) could address the menace in the public service. The researcher will elicit data from both primary and secondary sources. The data was analysed using the simple percentages, frequency tables, mean score and spearman rank order correlation technique. The paper concludes that ghost workers syndrome is highly imminent in the public service, thus recommends that the IPPIS should be adopted in the public service to ensure a virile economy through enhanced productivity.

Keywords: Personnel, ghost workers, payroll, information system, corruption.

1. INTRODUCTION

This research is a qualitative research mainly based on a fieldwork and analysis of collected and existing literature both primary and secondary sources. The data demonstrate that the ghost worker syndrome does negatively affect the emerging economies. In the light of the findings the study then proffers recommendations on how the scourge of 'ghost worker syndrome' can be curbed to acceptable levels. The recommendations help to develop an accountability model for Zimbabwe. This model will assist in the achievement of transparency and development and ultimately combat the "ghost worker syndrome" in Zimbabwe.

Focusing on the ghost worker syndrome in public sector in Zimbabwe, one notes that its prevalence is no unique event. To different varying degrees it pervades all countries, (Makumbe, 1999:155) and has been part of human experience for centuries (Kessler, 2015; Tello &Tello, 2013). Nonetheless, the "ghost worker syndrome" in public education has become more complex and intense, especially in the developing world, with emerging economies and developing education systems (Doh, Rodrigueez, Uhlenbruck, Collins & Eden, 2008). It is a fact that resources are always scarce, hence as competition for resources increases, (Mavhinga, & et al, 2010:132), ghost workers syndrome would geometrical rise. The on-going discussion is very important to assist everyone concerned in realizing that abuse of office and corrupt behaviour needs exposure so as to counteract the long damaging consequences that ensues, (Coltart, (2011:111). Therefore, this article aims at determining whether Zimbabwe's public sector is safe from the endemic brazen "ghost workers syndrome". Internationally best practices (Bretton Woods Report, 2013), dictates that not more than 35% of any institutions' monthly revenue should be spent on salaries and wages yet in Zimbabwe, the bloated civil service gobbles

about 97% of the fiscus monthly, Chinamasa, (2016:41). In other words, Zimbabwe has suffered untold socio-economic and political adversity over the past three decades of misrule and kleptocracy.

The former Zimbabwean minister of finance, advocate, Tendai Biti, during the Government of National Unity, (GNU-2009-2013) is on record as bemoaning the ballooning of the country's wage bill and advised the president Robert Mugabe and the then Prime minister Morgan Richard Tsvangirai to order an audit of the civil service which was eventually done in August 2013 and the report showed government was having more than **75 000 ghost workers** but nothing was done to remedy the situation, Ernst & Young Report (2014). The government then ordered the Comptroller- and auditor-General (C & AG) urgently to conduct a staff and wage bill audit at all parastatals and local authorities to flush out "ghost workers" and tame the public enterprises' ballooning wage bills as contained in the city of Harare's Human Resource meeting minutes held on 18 November 2014. The C & AG subsequently appointed external auditors, **Grant Thornton**, covering a period of 1st June 2014 to 31st July 2014. The main thrust of the audit was to look at payroll-pay-outs, recruitment procedures and employee placement, remuneration policies, total workforce and head count and employees' welfare benefits.

The audit came in the wake of wide spread media reports that some parastatals were stuffed with "ghost workers" and that some executives were awarding themselves hefty salaries while the service deliveries were collapsing at an alarming rate. In the case of Harare City Council at least **18** managers were gobbling **\$500 000** per month in salaries and allowances, Moses, (2015:11). These are obscene salaries given that the council's service delivery system was under intensive care unit and had reached an all-time low. The move by government was to deal effectively with cases of "ghost workers", bloated civil service, poor service delivery and obscene salaries, Masunungura, (2015:13). Suffice to point out that managers have the authority (but not the license) to issue out paychecks to fictitious employees or real persons who have ghostly appearances.

Simply enough, a ghost employee is someone on the payroll who does not work for the victim company. Through the falsification of personnel or payroll records a fraudster causes paychecks to be generated to a ghost. In order for a ghost employee scheme to work, four things must occur; namely, the ghost must be added to the payroll; time keeping and wage rate information must be collected; a paycheck must be issued to the ghost, and the paycheck must be delivered to the perpetrators or accomplices according to Blandiner, (2016:15).

Another audit done in 2011, by a reputable auditing company, Ernst & Young (India), unearthed massive irregularities in one ministry where more than 8 000 workers were recruited in one (in a month) ministry being mostly ZANU PF youth doing nothing and without requisite qualifications, Mavhungwa, (2015:7).

The unemployment rate in Zimbabwe (TIZ) has increased to over 90% in 2016, according to latest reports from the corruption watchdog, the Transparency International Zimbabwe. The government has failed to meet monthly public service salaries pay dates and servicing of foreign debts and the country is a dire liquidity crunch. More so, this affects the socio-economic fortunes of the citizens and the rate of corruption is obviously the causes of this trend compared to other countries such China with 4.1 % rate of unemployment, United Kingdom with 5,5% unemployment rate and USA about 6% unemployment rate yet with low levels of corruption, (National Bureau Statistics, 2015). For example a comprehensive audit conducted on the public service in 2011 by Ernst and Young (India), revealed government was the chief culprit as it had on its ranks over 75 000 ghost workers due to massive corruption, among them unqualified ZANU PF militias and party loyalists, Moses, (2014). All these "ghost employees" were supposed to be axed as the wage bill had become unsustainable and burdensome, with Treasury increasingly battling to meet its salary obligations of the bloated civil service and pensioners, Tendai, (2016:17).

The audit reports further exposed the extent of monumental corruption, theft and financial irregularities that could be curbed if electronic payroll system is fully implemented in the public sector. Despite the provision of the financial regulations of the 2013 Zimbabwean Constitution, which stipulates that all public servants shall have their salaries and allowances paid through a named registered bank on completion of Treasury forms, it is obvious that such provision is handicapped to empower the organizations to carry out a centralized payroll system.

Though, Zvayi and Herbert (2015), noted that corruption did not begin today but has its roots in ancient civilizations and traces of widespread illegality and corruption is as old as the stories of the hills. Amos, (209:23) sees local government created by local municipalities being to draw administration closer to the people and to improve on efficiency and

effectiveness. The functions of local government fall under the efficiency service drive to remove the administrative bottlenecks and bureaucratic complicities aimed at promoting governance, efficiency and service delivery, Magomana, (20016:25). But achieving this according to Mavhinga, (2011:67) is a pipe dream in African countries infested with brazen endemic corruption and it requires managing resourceful personnel through adequate reward system but “ghost workers syndrome” in this era and age has threatened this objective hence the application of IPPIS with the expository evidence being showcased of its efficiency in curbing “ghost workers syndrome” will serve as an antidote to addressing this negative trend. It is against this backdrop that this research is being carried out.

2. RESEARCH METHODOLOGY

Data for this article was gathered through the use of both primary and secondary sources. Primary data was gathered through consultative meetings in the six regions; Mutare, Beitbridge, Masvingo, Bulawayo, Gweru and Gwanda through key informant interviews, focus group discussions and observations. Secondary data consulted included; journals, magazines, textbooks, media (newspapers) and the internet. Data was collected and analyzed according to the themes identified.

STATEMENT OF THE PROBLEM:

The Zimbabwean unemployment rate has been on the increase from about 39% in 1999 to over 90% in 2016 in a country of thirteen million people. However, the scourge of “ghost workers” as another dimension of corruption in government is not only alarming but worrisome. According to latest corruption watchdog report, TIZ, report, Zimbabwe is the most corrupt country in the SADC region and is 154th out of 176 countries. Furthermore, according to latest data (February 2017) released by TIZ, Zimbabwe is now ranked 11th in Africa and 12th in World. The latest findings show that the country-led by President Robert Mugabe since gaining independence from Britain in 1980- is losing the fight against corruption, which condemned Zimbabwe to be one of the poorest countries on Earth. Transparency International chairman, Jose Ugaz (2017), said when traditional politicians fail to tackle corruption, people grow cynical. The only African countries reported to have more corruption than Zimbabwe are Sudan, Angola, Libya, Eritrea, and Guinea-Bissau, all countries that have faced civil unrest, wars or conflict of some kind in the last 15 years. This ugly trend has not only put the nation on a sorry state of affairs but has even chased away potential investors impacting heavily on foreign direct investment proceeds and given the nation a bad reputation among committees of nations who continue to shun the country in terms of investment and tourism destinations. Combating this will only be sensible through massive recruitment which could only be possible through saving the huge illusionary personnel cost and also vigorously tackling the monumental corruption that is inherent in the public service by the implementation of IPPIS, this is the thrust of the paper. All what is needed in tackling corruption is political will and decisive swift action from the levers of power, Makumbe, (1999:19).

THE LITERATURE GAP:

Knowledge is lacking regarding the effect of unemployment resulting from “ghost workers syndrome” as previous researches focused mainly on the effects of unemployment but that the implementation of IPPIS has never been given the imminence it deserves, thus, creating a gap that needs to be filled by means of empirical research study.

OBJECTIVES OF THE STUDY:

The main objective of the study is to explore how the implementation of IPPIS especially in the public service could address the Zimbabwean public service woes. The specific objectives are:

- To ascertain the effects of unemployment in Zimbabwe's economy.
- To identify the causes and effects of corruption in the public service
- Appraise the extent to which poor remuneration has affected employee productivity in the local government
- Proffer sound recommendations that would guarantee a motivated workforce and improved productivity in the civil service.
- Collate recommendations on how to reduce high unemployment rate among the youth in Zimbabwe.

HYPOTHESES STATEMENT:

The following null hypotheses were formulated and tested for the study.

H₀₁: There is no relationship between ghost workers syndrome and poor service delivery in the public service.

H₀₂: Corruption has not threatened the implementation of policies in Zimbabwe in the public service in Zimbabwe

H₀₃: The implementation of IPPIS will not address the ghost workers syndrome in Zimbabwe.

THE SIGNIFICANCE OF THE STUDY:

The research will be useful to the public service commission as it will expose the relevance of IPPIS in addressing the problem of ghost employees in the civil service. More so, the findings and recommendations of this research will be of most importance to policy makers, government and private employees, development partners, donor community, investors and potential researchers especially as it relates to addressing corruption in the Zimbabwean's virile economy through improved and well-motivated workforce and strategic employment generation capacity. Zimbabwe's Comptroller-auditor general also issues adverse reports on the abuse of public sector fund, but these have gone largely ignored with no discernible action taken against offending officials. In 2016, the auditor-general found out that 22 out of a total of 26 ministries, to have abused funds as well as having flouted procurement procedures and government rules. Eradicating corruption in the civil will impact positively on the performance of the economy.

SCOPE OF THE STUDY:

The paper examines the causes and effects of "ghost workers" in Zimbabwe's public service and how the scourge could be addressed by the adoption and implementation of IPPIS. The research will cover the period between 2001 through to 2015. This is the period when corruption became rampant and the economy experienced the greatest inflation rate in the history of mankind, hitting 500 billion percent in 2008. This period is also covered since that was when the idea of IPPIS became the much sought after instrument to remedy the "ghost worker syndrome". In fact the situation in Zimbabwe is beyond textbook economics and it is difficult to comprehend if not impossible to understand, Eddie Cross, (2016).

3. CONCEPTUAL FRAMEWORK

Salaries according to the 2013 constitution of Zimbabwe are the personal emolument paid to an employee of an organization, usually for monthly services rendered at a predetermined rate of pay. Moreso, the financial regulations Act, stipulated that the standard payroll system shall be applied in all offices, unless otherwise amended through act of law. Munyengani and Andrew, (2009:48), pointed out that the most essential computer application in an organization is payroll management as it calculates each employee's monthly basic pay, bonuses, taxes, national insurance and pensions contributions.

Moreso, primarily aligning an organizations payment system with its business objectives is pivotal, hence if improved productivity is sought, a payment system that rewards efficiency and discourage "ghost workers syndrome" would be more appropriate (Cross, Block & Machingaidze, 2006). World Bank 2012 sees the IPPIS to involve coordinating network of institutions and organization compensation system through the modernization of information and record systems. In other words, the IPPIS helps in supporting and sustaining an integrated records and archives management programme.

Though Robertson, (2009:28) sees public service as a paid non-elective office in an executive arm of government, the public service is principally charged with the responsibility of implementing the machinery of governance and its role cannot be over-emphasized. Cross, (2016:18) views the public service as the major economic driver used by government to implement its policies and programmes hence, it is the arm of government charged with responsibility of driving government machinery to the pre-determined end.

The Zimbabwean government should adopt and implement the IPPIS without further delay. The robust and technologically advanced computerized system is the panacea to addressing the "ghost worker syndrome", huge personnel cost and it will improve service delivery in the public sector. The IPPIS will improve effectiveness and efficiency in how government conduct its business such as curbing malpractices, improving on reporting and management

of information in the civil service. In other words it will block and eradicate all leakages in the payroll system. Therefore, such a policy would create a synergy between government and employees in combating corruption.

Suffice to note that the public service is charged with the responsibility of public direction and is the vehicle for creating deep-rooted government policies and programmes targeted at improving the general welfare of the citizens through provision of employment, maintaining orderliness, equity, basic infrastructural facilities and promotion of ethics, norms and efficiency, Masunungure, (2016:13). It follows then that the role of the public service in the socio-economic development cannot be over-emphasized.

INTEGRATED PERSONNEL PAYROLL & INFORMATION SYSTEM: IPPIS:

The IPPIS and the government integrated financial management will enhance accountability and transparency in the management of state resources. The IPPIS has an inbuilt mechanism to detect ‘ghost workers’ and is based on verified aims and estimates. Consequently, it will broaden employment opportunities, reduce corruption in the public service and reduced personnel costs. The efficiency in government business transactions is enhanced as it builds confidence among stakeholders and the business community in general.

STATISTICS ON UNEMPLOYMENT IN ZIMBABWE:

Table 1: Unemployment Rate by Level of Education , Age group, Sector & Gender

EDUCATIONAL LEVEL	ZIMBABWE								
	URBAN			RURAL					TOTAL
	MALE	FEMALE	SALLES	MALE	FEMALE	SALLES	MALES	FEMALE	150% sales
Below Primary	12.4	12.7	13.2	21.8	30.0	27.5	21.5	23.4	22.7
<i>Primary</i>	<i>10.3</i>	<i>14.7</i>	<i>12.7</i>	<i>18.0</i>	<i>25.8</i>	<i>21.7</i>	<i>15.6</i>	<i>24.9</i>	<i>18.7</i>
ZJC	13.4	16.9	15.2	22.6	29.4	25.6	10.5	24.2	21.7
VOCATIONAL/COMMERCIAL	10.7	18.5	14.4	21.6	27.5	24.5	15.2	22.4	18.7
NCE/ND	18.3	18.5	18.9	25.3	28.3	26.2	21.9	22.7	22.2
BA/BSC/BED/HND	29.6	37.2	36.7	43.1	38.0	35.6	37.3	34.8	37.0
MA/MSC/PhD	11.1	15.3	12.1	20.3	28.0	5.6	14.5	18.6	13.7
AGE GROUP									
15-24	35.2	36.6	33.5	38.7	38.9	38.0	36.2	37.8	35.9
25-34	18.4	21.2	17.9	23.2	34.1	28.6	22.5	28.9	27.3
35-44	9.5	14.8	13.1	15.5	27.8	20.3	13.4	28.7	18.8
45-54	8.9	12.7	10.0	13.5	22.4	17.1	11.9	18.9	15.3
55-64	10.6	13.1	11.6	16.5	21.9	18.3	14.6	19.4	17.1
NATIONAL	15.1	21.6	17.3	24.2	36.9	28.3	21.1	27.4	23.3

SOURCE: NATIONAL MANPOWER STATISTICS & EMPLOYMENT GENERATION SURVEY (2015)

The table above shows the distribution by educational qualification and indicates that unemployment rate by level of education was highest among the BA/BSC/HND holders with a figure of 37.0% followed by those who had below primary education 22.7% and those with a NCE/ND holders with 22.2%, then ZJC, 21.7%, the followed by vocational/commercial, 18.2% and lastly the MA/MSc/PhD being 13.7%. And the age groups that 15-24 (35.9%), 25-34 (27.3%), 35-44 (18.6%), 55-64 (17.4%).

4. METHODOLOGY

The survey research design was used because of its expository flexibility for the purpose of carrying out the research. The focus group is the public service employees of the six provincial regions. Secondary data was gained from related research works, textbooks, internet, journals, magazines and virtual library. The population was 396 out of 39 461 based on judgemental sampling. The 39 461 based on judgemental sampling. The Yaro Yaman statistical formula was used. The formula is:

$$n = N$$

$$1 + N(e)^2$$

where: n = Sample size

N = Population

e = error margin

I = constant

$$\text{Hence, } n = \frac{39\ 461}{(1 + 39\ 461(0.05)^2)}$$

$$\frac{39\ 461}{[1 + 24571 (0.0025)]}$$

$$39\ 461$$

$$N = 396$$

The research utilized the social survey techniques for the study. The design involves collecting data through questionnaires. This method is flexible and less expensive.

It enhances a greater level of confidence by being anonymous in making decisions since some respondents may not have a face to face contact with the researchers. Hence, the paper chooses 95% confidence interval level.

METHOD OF DATA COLLECTION:

The main research instrument of the study was the questionnaire. It was most appropriate for this study questionnaire (PSAQ) was used to collect primary data for the study from the respondents. More so, the modified Likert 5-point was used to compute the total mean scores. The Likert is expressed as below:

Very High Extent-(VHE) = 5

Very Extent -(VE) = 4

Moderate Extent-(ME) = 3

Small Extent - (SE) = 2

Very Small Extent-(VSE) = 1

None at All -(NA) = 0

The questionnaire design was in three sections. Section **A** was on the demographic information of the respondents, section **B** was on the effects of ‘ghost workers syndrome’ on employees performance while section **C** was on the extent to which ghost workers syndrome affects the Zimbabwean economy.

METHODS OF DATA ANALYSIS:

Appropriate statistical tools were employed to analyse the data for the study. The statistics comprised simple percentages, frequencies and mean scores: To analyse the data and answer the research questions, while the descriptive statistics of simple percentages, frequencies and mean scores were adopted. The hypotheses were tested using the **Spearman Rank Order Correlation Coefficient** which is expressed as below:

$$r_s = 1 - \frac{6\sum d^2}{n(n^2-1)}$$

where:

r_s = spearman rank order correlation coefficient

d^2 = summation of squared differences X and Y variable

n = number of ranked subjects

RELIABILITY OF THE INSTRUMENT:

To estimate the reliability of the research instrument employed for data collection, the instrument was administered twice to employees and management staff of Gwanda local government Council in Matabeleland South Province numbering forty. This exercise which was carried out with the aid of 5 field assistants also helped in the second administration of the instrument two weeks after the first exercise and the resulting scores were correlated using **the product moment correlation** approach with the result as $r = 0.89$ indicating that it was reliable.

DELIMITATION OF STUDY:

The study focused on the 10 Zimbabwean's provincial regions. They have a combined population of 6,5 million people.

TABLE 2: QUESTIONNAIRE ADMINISTRATION & RETURNS

PARTICULARS	NUMBER OF RSPONDENTS	PERCENTAGES
Number of questionnaires issued	401	100
Number of questionnaire returned	385	96,009
Number of questionnaire not retrieved	16	3,999

Source:-*Field Research (2015).*

Table 2: shows that four hundred and one (401) questionnaires were distributed but only three hundred and eighty five (385) representing 96% return rate.

Table 3: Demographic profile of respondents

S/N	Variables	Options	Frequencies	Percentages
1	Age in yrs.	18-34	111	29
		35-44	170	44
		45-54	80	21
		55 & above	24	6
		Total	385	100
2	Gender	Male	231	60
		Female	154	40
		Total	385	100
3	Religion	Christianity	300	78
		Muslim	65	17
		Other	20	5
		Total	385	100

4	Marital Status	Married	254	66
		Divorced	5	1
		Widowed	12	3
		Single	114	30
		Total	385	100
5	Work Status	Management	17	4
		Junior	266	69
		Senior	102	27
		Total	385	100
6	Service Linage(yrs.)	1-10	95	25
		11-20	185	48
		21-30	65	17
		31-40	40	10
		Total	385	100
7	Academic Qualification	Primary	55	14
		Secondary	85	22
		Tertiary	245	64
		Total	385	100

The table 3 above shows that most of the respondents aged between 35-44 with a total of 170 (44%) while 111(29%) being aged between 18-34 years, 80 (21%) being aged between 45-54 years and 24 (6%) being 55 and above. Furthermore, most of the respondents are males with a total of 231(60%) compared to 154 (40%) females. The religious background of the respondents show that most of them are Christians with a total of 300(78%) while Muslims are 65 (17%) and other comprise 5% only.

Most of the respondents are married with a total number of 254 (66%), 5 (1%) of the respondents were divorced, single gave rise to 114 (30%) and the widowed contributed 12 (3%). More, so 266(69%) were junior staff, followed by Senior staff of 102 (27%) while the management has the least number of employees of 17 (4%). Suffice to point out that the management earn 'fat salaries' and have handsome work related fringe benefits as compared to their subordinates who can hardly make ends meet but do all the donkey work, Hikwa, (2016). Most of the respondents have worked for a period of 11-20 years with a total of 185 (48%). Last but not the least, 245 (64%) of the respondents have tertiary qualifications. In the light of the above analysis it goes without saying that Zimbabwe has a serious rate of unemployment of skilled labour.

Table 4: Effects of Ghost workers Syndrome on Employee Performance in Zimbabwe

S/N	Attributes	VHE	VE	ME	SE	VSE	NA	TS	X
		5	4	3	2	1	0		
1	Low Morale	187	137	23	8	8	4	1568	4.38
2	Likes Corruption	207	54	77	19	8	1	1511	4.14
3	Reduced Carrier Prospects	180	105	62	17	6	6	1467	4.01
4	Efficiency is compromised	187	113	39	15	8	4	1544	4.22
5	Training chances reduced	157	91	100	10	6	3	1467	4.01
6	Irregular payment	180	137	20	17	9	3	1545	4.22
7	Political Interference	166	66	80	43	8	3	1425	3.89

The 4 table above show the effects of 'ghost worker syndrome' on workers' performance. The major effect is the low morale amongst workers with a total score of 1548 and a mean score of 4.28 followed by irregular payments of salaries to 'ghost workers' with a total of 1545 with a mean score of 4.22. Low efficiency takes position 3 with a total score of 1544 and a mean score of 4.22. The next factor is corruption with a total score of 1511 with a mean score of 4.13. The

next factors are reduced carrier prospects and reduced carrier training opportunities with total scores of 1467 each and mean scores of 4.01 respectively. Finally, corruption has the total score of 1425 and mean score of 3.89.

Table 5: Extent of Influence Ghost Worker Syndrome on the Zimbabwean Economy

Attributes	Number of respondents	Percentages
VHE	250	65
HE	111	29
ME	9	2
SE	4	1
VSE	3	1
NA	8	2
Totals	385	100

Source: Field Research (2015).

The table 5 above indicated that most of respondents, 250 (65%) indicated that the ghost workers influences the Zimbabwean economy to a very large extent followed by 111(29%) who said to a high extent and the rest gave between 1% and 2%. The implication is that the ghost worker syndrome affects the Zimbabwean economy.

Table 6: Test for the Null Hypothesis.

Responses	Observation X	Rx	Observation Y	Rye	Rx-Rye	D ²
VLE	177	1	187	1	0	0
LE	123	2	140	2	0	0
ME	51	3	31	3	0	0
SE	17	16	15	15	1	1
VSE	14	4	4	6	-2	4
NA	3	6	8	5	1	1
Totals	385		385			6

Source: Field research 2016

KEY: VLE-very large extent; LE-large extent; ME- Moderate extent; SE-small extent; VSE-very small extent & NA- not at all

$rs = 1 - 6 \sum d^2$

$n(n^2 - 1)$

$rs = 1 - 6 \times 6$

$6(62 - 1)$

$rs = 1 - 36$

$6(35)$

$= 1 - 36$

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$1 - 0.17 = 0.83$

Zcalculation = $rs = \sqrt{n-1} = 0.93 \times 2.24 = 1.86$.

DECISION:

The study rejects the null hypothesis since the value of Z calculation shows $rs=1.86$ which is greater than 1 hence it follows then that a direct proportionality or perfect relationship exists between ‘ghost workers syndrome’ in Zimbabwe and low productivity in the civil service.

5. SUMMARY OF THE MAJOR FINDINGS

The paper revealed that there is direct relationship between ghost workers syndrome and employees' productivity. This is manifested on the negative influences being experienced in working environments resulting in low employee morale, monumental corruption, reduced employee carrier prospects and dampened efficiency and effectiveness. Though, the employees are eager to advance themselves towards improved efficiency as there are little or no opportunity for such intellectual advancement due to their low economic power and irregular payment of salaries. This is because of the over

bloated wage bill because of fictitious names of employees. Finally, the political influence of local government administration also plays a major role and hampers its effectiveness and efficiency thus, the introduction of integrated personnel payroll and information system (IPPIS) would go a long way to address this negative trends.

6. CONCLUSIONS AND RECCOMENDATIONS

From the result of the data analysis and subsequent findings by the researcher, the paper concludes that ‘ghost workers syndrome’ is highly imminent in the public service and it has only not affected employees performance but has also threatened the nation’s economy and development of the nation. Consequently upon the findings and conclusion, the paper recommends the following:

1. IPPIS should be adopted and implemented as a matter of urgency to address the issue of ghost workers in the civil service.
2. All payment to the employees should be through a registered bank.
3. Employee audit should be done regularly by an independent reputable firm.
4. State should exercise zero tolerance to corruption. Culprits should face the full wrath of the law without fear or favour.
5. Recruitment procedures should be strictly followed and done transparently to guard against nepotism and political interference.

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