

“The Impact of a Good Remuneration Package to Public Servants on the Enhancement of the Delivery of Public Services”

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Abstract

The government of any country such as Guyana has a fundamental right in providing public services and goods to its people. Salaries and benefits are paid to public servants all over the world to deliver effectively on the job thus bringing total satisfaction to the citizens of a country as it relates to the services or goods they received.

The title for this study was: “The impact of a good remuneration package to public servants on the enhancement of the delivery of public services.” There were six objectives in this research but the main objective was “To determine if a good remuneration package to public servants will lead to the enhancement in the delivery of services to the public.”

Great attention has been paid to remuneration package and its impact on the delivery of services within the public service of many countries, e.g. Guyana. Problems experienced were many, for example employees’ benefits were not sufficiently competitive to retain well experienced staff members. Therefore, in order to bring clarity to the problems, the researcher developed and answered five research questions. It will be beneficial to the researcher, government, public servants and other stake holders of Guyana.

The study was qualitative and quantitative in nature. The secondary data was collected from many sources and the researched countries public services were Guyana, Trinidad and Tobago and The General Caribbean, etc. The primary data were collected through interviews and questionnaires. Two hypotheses were developed for this research. The data analysis was both statistical and descriptive.

The major findings discovered were that in almost all public service under study, there were massive public sector reforms to tackle remuneration package enhancement, work performance and delivery of services. The determination of a remuneration package/ wage structure for the various categories of public servants is a problem, public service delivery is a problem in most countries as pointed out in Africa, in Latin America and the Caribbean and the employee performance tools used is ineffective and needs to be revised. Therefore, it is imperative for any government to look into this matter. The statistical results indicated that there were significant association between remuneration package and enhancement in the delivery of services. It also indicated that remuneration package to public servants has a positive impact on the enhancement of the delivery of Public Services.

Keywords: *Public Service, Remuneration Package, Public Officer, Public Office, Public goods and services.*

Introduction

The public service is a service or goods provided by any government to the people of its country. Salaries and benefits are paid to public servants all over the world to deliver effectively on the job thus bringing total satisfaction to the citizens of a country as it relates to the services or goods they received. The way the service and goods being delivered and the satisfaction it brings to the people of a country will portray the image of the public service. It therefore means the salaries and benefits are very important for the employer and employees in the government of any country such as Guyana and public servants. To the employer/government, once an attractive package is being paid, there will be job satisfaction, motivation, low absenteeism and low turnover of public servants in the public service. On the other hand,

it will benefit the public servants by increasing their self-confidence, increase purchasing power and peace of mind. With this in mind, the researcher title for this study is: “A qualitative study on the impact of a good remuneration package to public servants on the enhancement of the delivery of public services.”

Countries public services chosen for this document research were Guyana, Trinidad and Tobago, The General Caribbean, Gulf countries/Gulf Cooperation Council (GCC), Republic of South Africa, Kenya and Nigeria. They were researched to get a comprehensive knowledge on the impact of a good remuneration package to public servants on the enhancement of the delivery of public services. The public service in any country has almost the same structure. For example, in Guyana, the public service is composed of ministries with divisions and departments under their control, regional administrations, public corporations, financial entities, constitutional agencies, and military and police services. Most of the divisions and departments report to their respective ministers through their hierarchies, some ministries contain autonomous departments whose heads report directly to the Minister. The public service of Guyana consists mostly of public corporations, governed under the Public Corporations Act of 1988. They are either employed on the pensionable or non-pensionable establishment and are paid on a salary scale of G.S 1 to 14, with one being the lowers or entry level workers and 14 be the highest such as Permanent Secretaries. The employees were spread over one thousand and thirty-seven (1,037) different job titles and in five (5) categories namely, Administrative, Senior Technical, Other Technical and Craft Skilled, Clerical and Office Support and Semi-skilled Operatives and Unskilled. (Report on the Commission of Inquiry into the Public Service of Guyana, 2016).

Background

There has been great attention within the public service of many countries by the various ruling government as it relates to remuneration package and its impact on the delivery of services. One such country public service was Guyana where it was captured in the Guyana Public Sector Modernization Programme and of most recent the Commission of Inquiry (COI) into the Public Service of Guyana. In 2002, the government of the day undertook an initiative to modernize the entire public sector more specifically the public service in which a massive donor-funded consultancy was contracted to guide the entire process. It proposed a vision that shows that within ten years, the Guyana Public Service will be a customer driven institution, providing quality services for the economic stability and sustained development of Guyana through the twenty-first century. The Public Service will be small, comparatively well paid, efficient and effective, undertaking planning, supervisory and regulatory functions, facilitating and encouraging investment and the private sector, and operating within sustainable cost limits related to national economic performance.

The Government of Guyana has undertaken some major exercises to improve the remuneration structures in the public service. They revised first, the salary structure in 1993 and later approved a series of wage increases since 1994. This was done to correct the real wage declines in the public sector in the 1980s and early 1990s. Additionally, wage supplements were granted over base pay to critical positions. This wage reform was to achieve the medium-term goal of bringing public sector wages gradually to within 10 percent of the median for comparable jobs in the private sector. (World Bank Report, 1995) Many public offices in the public service tried to compensate for the low salaries through granting ad hoc benefits and allowances to supplement salary with the intention that public servants will be adequately paid so that they will perform better on the job to deliver excellent services to the public. For example, some of the benefits given in the public service are travelling allowance, duty allowance, entertainment allowance, responsibility allowance, acting allowance, sick leave with full or half pay, vacation/annual leave Allowance, overtime allowance, time off with pay or without pay, pension upon retirement, entitlement of 28 days sick leave concession and many others. Some positions even attract duty free concession.

Therefore, the relationship between remuneration package and the enhancement of services cannot be overlooked and overemphasized. According to the Trinidad and Tobago Civil Service Act Chapter 23:01

which stated that the term remuneration means pay and allowances. (Trinidad and Tobago Civil Service Act Chapter 23:01)

Problem

Public Servants such as in Guyana are either employed on the pensionable establishment or on contract and are paid on salary scales. In Guyana, the salary scale ranges from G.S 1 to 14, with one being the lowers or entry level workers and 14 is the highest such as Permanent Secretaries. Both pensionable and non-pensionable employees benefit from acting allowances when performing higher duty, they can also be paid a responsibility allowance for performing additional duties other than their own.

The problems experienced in many countries public services are many. Public servants were being paid to deliver goods and services to the general public in an effective and efficient manner so that the public will be satisfied with the services they received but it clearly appears that employees' benefits in public service such as Guyana were not sufficiently competitive to retain well experienced staff members and even in the delivery of services. The public sectors in many countries have experienced dramatic expansion in both its functions and its size. The quality of the service being delivered to the public has deteriorated and the principal cause is the low remuneration package given to public servants. Over the past few years, public services across the world has seen a lot of brain drain where many of its skilled and technical workers such as teachers, nurses, engineers, and many others categories of workers are migrating to greener pastures in the Caribbean, North America and Europe. Public servants were seen picketing in front of their ministries and Unions, fighting for better wages and salaries which do not portray a good image of the public service. Unions in some countries such as the Guyana were in constant fight with their Government for better wages and salaries for public servants on a yearly basis but have achieved little results in this battle. In some countries, the government of the day will usually be imposed salary increases for public servants before the unions complete their negotiation. There were no effective policies that were in place to motivate public servants to deliver on the job such as the performance appraisal and workers increments. Performance Appraisals has become an absolute and outdated performance measurement instrument to test workers performance on the job and not many Personnel Practitioners were trained to use their current performance appraisal system. No formal needs analysis was done in some public service to determine why workers were not performing to the best of their ability and why the public was not satisfied with the services they were receiving. On many occasions one would hear the general public complaining about the length of time and paper work to be completed for services required and the manner in which they were treated by public servants were questionable. The use of technology and customer service training were lacking at every level in the delivery of services in some of the research countries. In this modern era of technology and the internet, one will be asked, if technology was ever given a thought in the service delivery.

As a result of the problems highlighted above, the researcher was prompted to carry out this qualitative study on the impact of a good remuneration package to public servants on the enhancement of the delivery of public services by carrying out a qualitative document research on countries such as Guyana, Trinidad and Tobago, The General Caribbean, Gulf countries/Gulf Cooperation Council (GCC), Republic of South Africa, Kenya and Nigeria.

In order to bring clarity to the subject under discussion, the following research questions were developed and answered:

1. What can be considered a good remuneration package for public servants?
2. What policies are in place to motivate public servants to deliver effective services?
3. What systems are in place to monitor public servants in order to deliver effectively on the job?
4. Who determines a good remuneration package for public servants?
5. What indicators are used to determine public satisfaction with service received?

Purpose/Significance

The government of any country such as in Guyana has a fundamental right in providing public services and goods to its people. However, the delivery of this service and goods will portray the image of the public service. Therefore, remuneration is being paid to public servant to deliver effectively and efficiently on the job.

The objectives of this study were “to determine if a good remuneration package to public servants will lead to the enhancement in the delivery of services to the public”, “to develop policy/policies to determine a better remuneration package and indicators to determine public satisfaction”, “to enhance policy/policies to motivate and monitor public servants in the delivery of services” to identify ways to enhance the public service image and the delivery of services to the public”, “to measure the correlation between the remuneration package and delivery of services to the public” and “to examine the level of awareness and involvement of public servants in the determination of their remuneration package, policies and systems to monitor and motivate them to deliver effective services and indicators to determine public satisfaction.”

The study was very significant to both public servants and the general public who received the services in any country. It was significant to public servants to determine whether they were satisfied with the package they received while to the public, whether they were satisfied with the services they were receiving and the way they were being treated, which will ultimately result in customer satisfaction. This study was important because had determine if a public servant received a good remuneration package or it needs improving, will it enhance the delivery of public services to the people or it will not lead to any enhancement. This study had benefit and will make significant contributions to the researcher, public servants, government, unions, policy makers, the general public and all the other relevant stakeholders since valuable information was gathered about the relationship between a good remuneration package, work performance and the delivery of public services to the public. The information gathered can be used to make very important decisions and policies as it relates to determine what is a good remuneration package for public servants, develop policy/policies to motivate and monitor public servants in the delivery of services, develop measurable indicators to determine public satisfaction, the role of remuneration package in enhancement of the delivery of services to the public and ways to enhance the image of the public service especially with the delivery of its services to the public.

Methods

Description of the site

The public services of many countries were researched such as that of Guyana, Trinidad & Tobago and the General Caribbean, the public service of any country has almost the same structure. For example, in Guyana, the public service is composed of ministries with divisions and departments under their control, regional administrations, public corporations, financial entities, constitutional agencies, and military and police services. Most of the divisions and departments report to their respective ministers through their hierarchies, some ministries contain autonomous departments whose heads report directly to the Minister. Public Servants such as in Guyana are either employed on the pensionable establishment or on contract and are paid on a salary scale. Since Guyana Public Service is large, two main ministries (Ministry of Public Health and Ministry of Communities) were selected because of the important services they provided to the people of Guyana such as health, water, housing, etc. There are over five thousand employees in these two ministries.

Description of the study carried out

This study was carried out by reviewing other studies, publications, books, websites, journals and articles carried out in the area of the remuneration package Public Servants and its impact on the enhancement in the delivery of services to the public in countries such as Guyana, Trinidad & Tobago, The General Caribbean, Gulf countries/Gulf Cooperation Council (GCC), Republic of South Africa,

Kenya and Nigeria. The review of the literatures in this context reveals that a number of researchers have emphasized the importance of remuneration package and its enhancement in the delivery of services to the public. The research has been carried out keeping in mind the objectives and research questions in this study. On the other hand, the interviews were carried out with two Deputy Permanent Secretaries for these two Ministries and two union representatives from the Guyana Public Service Union, and questionnaires were distributed, collected and analyzed from four hundred public servants from the two main ministries selected.

Description of the method used

The method used was of qualitative and quantitative in nature. Primary and secondary data were gathered to answer the research questions and to test the two hypotheses for acceptance or rejection. The secondary data were collected through the use of literature reviews from agency that are responsible for the preparation of remuneration package, websites, articles, journals and past research that were of similar nature in different countries. The countries public services that were chosen for this document research were Guyana, Trinidad and Tobago, The General Caribbean, Gulf countries/Gulf Cooperation Council (GCC), Republic of South Africa, Kenya and Nigeria. The targeted population was public servants of these countries. The four hundred questionnaires were analyzed using both descriptive and statistical analysis. The data was entered into SPSS where techniques such as description of the mean, mode, median, standard deviation, chi square test, correlation analysis, T-Test and MANOVA were used.

Results

Remuneration package in public service and its relation to service delivery in different countries public services

Guyana

According to Draper, 2001, he pointed out in his research that during the period of public sector expansion in Guyana which resulted in unwieldy and dysfunctional structures. This expansion has brought about a deterioration of the quality of public services. In 1999 the then government set up an Arbitration Tribunal. The Tribunal's Judgment report stressed the importance of having a future pay policy to avoid further confrontational negotiations and stressed the need to start the reform process at once. He also pointed out the need for the involvement of the union into the reform process and to start implement team building in Ministries and departments. The government then designed a Public Service Reform project and one of its key components is, "Improving service delivery and efficiency through an overview of the public service function and institutional capacity assessments. (Draper, 2001).

The public service of Guyana has a very important mandate to its citizen which includes providing services such as education, housing, law, and infrastructure. This is a major responsibility with which the Public Service and its personnel are expected to deliver with efficiency and dispatch. (Report on the Commission of Inquiry into the Public Service of Guyana, 2016).

In the year 2016, saw the government of Guyana invested heavily into the Commission of Inquiry (COI) into the Public Service and in keeping with one of the terms of reference, which speaks about the principles on which wages and salaries of public service should be fixed and more specifically the basis on which the levels of remuneration for various levels of Public Servants is determined. This reviewed the compensation system of public service and in addition, the determination of wages and salaries, current salary structure, at various levels of public servants, job grading, staff performance evaluation and pay for performance for incremental movement within the salary scale. This report clearly highlighted the following:

1. There is a fourteen (14) grade salary scale that is used today to pay public servants in the different positions by the ministries/agencies/regional administration.

2. The Establishment Division of the Ministry of Finance determines the pay ranges and incremental levels for public servants. The COI also pointed out that 13% of the 2016 budget which was \$230 billion dollars accounts for the employment cost.
3. The GPSU is the only union representing workers in the public service. It clearly stated that, “Over the last two decades, the Government of Guyana has violated its contractual and legal obligations to bargain in good faith with the Union and has instead unilaterally imposed across-the-board salary increases of 5-8 percent (%), provided for in the annual National Budgets, without regard to individual job performance.” (Report on the Commission of Inquiry into the Public Service of Guyana, 2016).
4. Persons who were hired on the pensionable establishment, at the end of their service received a gratuity and a pension once they meet certain eligibility criteria and those of contract received a gratuity allowance of 22.5% of their basic salary payable every six (6) months which is subject to a successful performance review. They do not receive a pension.
5. Along with a basic pay, some categories of public servant received allowances that directly or indirectly linked to job performance. Such allowances are meals, uniform, telephone, station allowance, traveling, passage assistance, vacation allowance, entertainment, duty and responsibility. It clearly highlighted that apart from the regular salary increase, allowances have not been increased for over twenty-five (25) years to reflect current market value.
6. It is of the view that wages and salaries are well below acceptable levels and with the growing number of contracted employees receiving a higher pay than the other has negatively affected work performance and employee morale.
7. It clearly stated that, “the Public Service faces ever-increasing pressure to adjust to changing global, political, economic, social and technological trends. It is, therefore, important that any restructuring and reform initiative undertaken be treated as a matter of priority and urgency to ensure that it deliver services with high levels of efficiency and effectiveness that must meet the expectations of the general public, the national strategic objectives and international obligations.” (Report on the Commission of Inquiry into the Public Service of Guyana, 2016).

The COI made two (2) recommendations based on the above findings, namely:

1. That an Organizational Restructuring be undertaken in two Phases. In the First Phase, emphasis should be placed on rationalizing the status of pensionable and contract employees and the 'de.bunching' of employees in the Salary Structure and in the second Phase continue the restructuring process by way of a thoroughly conducted job evaluation study.
2. That Compensation Management be accepted as a key Human Resource Management function overseeing the full range of Compensation Management practices such as grading of jobs, and computation of salary structures.
3. Other recommendations made were as followed:
4. That the Department of the Public Service should be solely responsible for Wages and Salaries Administration in the Public Service. Therefore, the responsibilities undertaken by the Establishment Division of the Ministry of Finance relating to fixing salaries should be assigned to Public Service Management.
5. Collective bargaining negotiations and industrial relation between GPSU and negotiation responsible Ministry on behalf of the Government should be in good faith and in keeping with international standards (CARICOM AND International Labor Organization).
6. Retain the fourteen-grade salary scale but maintained a more rational and attractive value on the minimum, midpoint and maximum point of payment so as to avoid overlapping.
7. A salary review committee should recommend to the National Assembly the salaries of the President, Prime Minister, Members of Parliament, Permanent Secretaries and other high-ranking officers. (Report on the Commission of Inquiry into the Public Service of Guyana, 2016).

In the year 2017, the government of Guyana in its 2017 Budget has made and implemented some changes as it relates to salaries for public servants. This was done with the view to lead the pathways to a Goodlife. According to a brochure distributed by the Ministry of Finance in the year 2017 titled "At a Glance Budget 2017" it highlighted that seven thousand, six hundred public servants will benefit from tax free salaries, there was an increase in the income tax threshold, persons earning a particular salary will have one third of their income tax free, and personal income tax decrease for persons earning a particular salary per annum. (Ministry of Finance, 2017).

Trinidad and Tobago

In Trinidad and Tobago, their public service is made up of a diverse workforce where the central agency that is the personnel department is responsible for determining and /or advising on pay and other terms and conditions for a wide spectrum of public sector employees. The current initiative in the public sector reform in this country saw that importance in the, "enhancement of the quality and delivery of Public Services" This is the overall strategic objective of the reform effort. Under this reform they introduced the Opinion Leaders Panel Survey as a feedback system for performance-based management in the public service. Feedback will be taken from a representative sample of the population on government service delivery as it related to efficiency, effectiveness, equity, relevance and the information gathered will be used by policy makers to either modify their current service delivery approach or revise strategic objectives as required. In Trinidad and Tobago, a Monitoring and Evaluation Policy within the Public Service was being developed to foster a culture of managing for results. This policy was formed with the participation and collaboration of key stakeholders. (Riley and Nunes, 2004).

Chapter V of Trinidad and Tobago (T &T) Civil Service Act Chap. 23:01 makes provisions for the payment of remuneration and increments to public servants. It stipulated how and when these officers should be paid. The Act also makes provision for the personnel department to keep review the remuneration payable to civil servants and provide and establish procedures for consultation and negotiation for remuneration between its department and appropriate recognized association(s). The Act also makes provision for the Minister of Finance from time to time to make recommendations on remuneration. On the other hand the Constitution of T & T makes provision for a Salary Review Commission which is mandated from time to time review the salaries and other terms and conditions of service of the offices falling within its purview. This has to be done with the approval of the President. The offices that fall under its purview are being paid different benefits. Salary scales at the lower levels employment in T&T civil are comparable to the private sector but are competitive with the private sector for the middle and senior management level.

Wage negotiation which includes wage increases, travelling and other allowances and leave entitlements for monthly paid officers in the public service is between the representative associations who bargain collectively with the Chief Personnel Officer (Known as the employer of State employees under the IRA). The agreement of the negotiation is entering into a Memorandum of Agreement and when it affects existing legislation; it is amended accordingly to give effect to the agreed position. On the other hand, for the daily paid officers, the terms and conditions of employment are through a collective agreement (collective bargaining) entered into by their recognized majority union and the Chief Personnel Officer after collective bargaining.

There is a national Information and Communication Technology (ICT) strategy, dubbed "fastforward" and identified inter alia e- Government, as a key driver for the delivery of efficient and effective citizen-centered services. This gave birth to the GovNeTT Communications Backbone and it provides a number of benefits such as improved citizen experience when interacting with Government agencies and Ministries and increased efficiency of government operations, etc.

In order to determine performance management in the public service of T&T, two processes were carried out namely, process of developing and reviewing annual work programmes within individual Ministries and Departments and reporting on these to the Parliament; and the process whereby Ministries and

Departments account to the relevant central agency (currently the Ministry of Planning and Development) for expenditure planned and incurred under the Public Sector Investment (or Development) Programme. There is an initiative to develop a unified system for the identification of excellent performance or otherwise on the part of Ministries and Departments. On the other hand, employee performance in T&T has received the most attention. The Office of the Prime Minister, in January 1995 published a manual to assist Reporting Officers to manage performance in the Public Service It introduced a New Performance Management System which would effectively replace the old system of staff reporting. In T&T performance management initiatives existence was since the early 1960. The implementation of an integrated performance management system is of utmost importance in public service transformation agenda and is moving for its implementation. (Riley and Nunes, 2004).

Barbados

One important element in the civil service reform programme in Barbados was the creating of a customer focused government where the public sector becomes more sensitive and responsive to the needs of citizens.

The general caribbean

It is viewed that the current performance evaluation systems and tools in the Caribbean are not effective since it tends to give employees ratings on the higher end of the scale. It uses does not reflect real differences in performance and its usefulness in decision making for human resource There is no merit pay system in place.

One study finding carried out in 2013 revealed that in Jamaica and Trinidad (Davis-Cooper, 2013)

1. That the traditional compensation forms emphasized that base pay might not have been sufficient motivators of top management's performance.
2. The compensation policies and practices remained mostly unchanged since independence for the larger public service.
3. It stated that employee performance management tools assist management in identifying and measuring the gaps in employee performance.
4. Adequate pay and rewards play a motivating role in employee performance as well as employee retention.
5. When a consensus cannot be made between the employees and employer on salaries and conditions of service, employees' representative associations often engage in negotiations with employers on behalf of workers. Several conditions are taken into account during the negotiation such as the state of the national economy, the company's financial standing, the compensation of comparative positions in the wider labour market and the cost of living.

The study concluded that, "in order to attract and retain employees with the necessary expertise to accomplish the strategic organizational outcomes, governments in the English-speaking Caribbean needed to provide adequate salaries, allowances and perquisites" (Davis-Cooper, 2013).

Questionnaires results

The age range of the four hundred public servants who were targeted for this study varied from 16 years to 51 years and above. Details of this can be seen in figure 1 below.

Figure 1. Frequency and percentage of public servant's age

AGE	FREQUENCY OF RESPONSES	
	NUMBER	PERCENTAGE
16 to 25 YEARS	155	39
26 to 30 YEARS	78	19
31 to 40 YEARS	88	22

AGE	FREQUENCY OF RESPONSES	
	NUMBER	PERCENTAGE
41 to 50 YEARS	48	12
51 YEARS AND ABOVE	31	8
TOTAL	400	100

The figure above shows that 39% of the populations were between the age of 16 to 25 years old, 19% were between the age of 26 to 30 years old, another 22% were between the age of 31 to 40 years old, 12% were between the age of 41 to 50 years old while only 8% were between the age of 51 years and above. This clearly shows that the public service of Guyana had a young population since most the sample population fell below 40 years old.

With reference to the gender of the Public Servants targeted for this study, the pie chart below shows that 71% were female while the remaining 29% were male. Further details of this can be seen in the pie chart below.

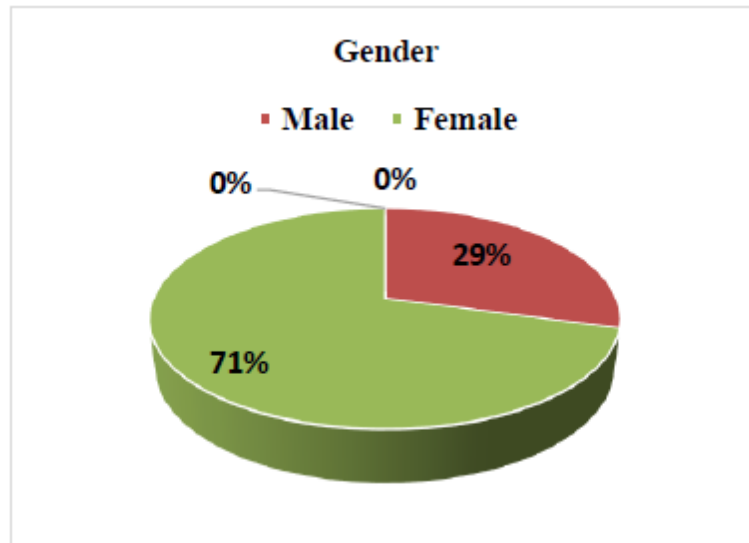


Figure 2. Showing the gender distribution of public servant's

Out of the targeted population, 18% were paid at the salary scale of GS 1, 31% paid at GS 2, 14% paid at GS 3, 1% paid at GS 4, 6% paid at GS 5 and 6, 4% paid at GS 7 and 8 while 8% paid at GS 9 and 10. The data collected revealed that 34% of the public servants had a secondary education, 10% had a college education, 41% had a university education, 10% had a technical education and 5% had another type of education but these were not mentioned. Further details of this can be seen on the figure below.

Figure 3. Means, mode, median and standard deviations for statements related to public servants' perceptions on what can be considered a good remuneration package for public servants

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
N	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Mean	3.34	3.64	2.70	2.29	2.34	2.57	2.03	2.14	3.41	2.61	4.45	4.14	4.28	2.60
Median	4.00	4.00	2.00	2.00	2.00	2.00	2.00	2.00	4.00	2.00	5.00	5.00	5.00	2.00
Mode	4.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	4.00	2.00	5.00	5.00	5.00	1.00
Std. Deviation	1.26	1.20	1.39	1.17	1.39	1.35	1.15	1.21	1.26	1.22	.93	1.12	1.16	1.46

Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	1335	1455	1080	917	935	1026	810	854	1365	1047	1778	1654	1712	1041

Figure 3 reported the means, median, mode and standard deviations for public servants' perceptions on the statements related to what can be considered a good remuneration package for public servants. The means in this research question ranged from 4.45 to 2.03, which meant that public servants had different perceptions on what can be considered a good remuneration package for public servants. The standard deviations ranged from 0.93 to 1.46 which meant that the public servant's perceptions were very much dispersed. Item Q eleven (11), which based on, "I think that I should be paid a higher salary", had the highest mean of 4.45, which meant that all public servants strongly agreed with this statement. This point also came out of the interviews with the Deputy Permanent Secretaries for both ministries and the two Union Representatives from the GPSU. They all mentioned that public servants should be paid a higher salary than what they were currently receiving so as to have a decent livelihood in this every changing world. On the other hand, item Q seven (7), which based on, "I am satisfied with my salary", had the lowest mean of 2.03, which meant that most of the public servants did not agreed with this statement. This point was also proven true when the two Permanent Secretaries and the two union representatives were asked, "if they think public servants were satisfied with their salary" in an interview conducted with them. Q 1 and 9 had the same standard deviation of 1.26 likewise with Q 3 and 5 with a standard deviation of 1.39. Q 11, 12 and 13 had the same median/middle value of 5, Q3, 4, 5, 6, 7, 8, 9, 10 and 14 had same middle value of 2 while Q1,2 and 9 had the middle value of 4. This clearly indicated that in research question 1, the most repeated middle value was 2 which represented disagreed. As it related to mode or the most repeated answered, Q1, 2 and 9 had the most repeated answered of 4 (agreed), Q3, 5, 6, 7, 11, 12 and 13 had 1 (strongly disagreed) as the most repeated answered, Q 4 and 10 had 2 (disagreed) as their answered whereas Q 11, 12 and 13 had 5 (strongly agreed). This clearly indicated that for research question 1 the most repeated answered was strongly disagreed.

The data obtained from this research question was further subjected to a Chi Square test of Association to determine whether there is a relationship among the variables to consider a good remuneration package for public servants. The findings from the Chi Square test can be seen in the table below.

Figure 4. Chi square testing for research question one "what can be considered a good remuneration package for public servants"

Res. Ques.	Sample size	Obs. Value(o)	Exp. Value (e)	df	Level of Sig.	Calculated Chi Square Value (χ^2)	Critical Value at 0.05	Remarks
1	400	5600	5600	52	0.05	2438	69.832	2438 > 69.832 = Association among the fourteen variables

From the table above, the data revealed that the Calculated Chi Square value was greater than the critical value (2438 > 69.832); hence, it can be concluded that there are some relationship/association among the variables in research question one. This clearly shows that the remuneration package currently offered to public servants was not a good package. This finding is also keeping with what was discovered in the interview with the two deputy Permanent Secretaries and two union representatives.

Figure 5. Means, Mode, Median and Standard Deviations for statements related to public servants’ perceptions on what policies are in place to motivate public servants to deliver effective services

		Q15	Q16	Q17	Q18	Q19	Q20
N	Valid	400	400	400	400	400	400
Mean		2.89	2.43	3.97	2.29	3.75	2.80
Median		3.00	2.00	4.00	2.00	4.00	3.00
Mode		3.00	1.00	5.00	1.00	4.00	3.00
Std. Deviation		1.25	1.18	1.08	1.12	1.03	1.17
Minimum		1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00
Sum		1158	975	1591	918	1501	1121

Figure 5 reported the means, median, mode and standard deviations for public servants’ perceptions on the statements related to public servants’ perceptions on what policies were in place to motivate public servants to deliver effective services. The standard deviations ranged from 1.03 to 1.25 which meant that the public servant’s perceptions were very much dispersed. Item Q seventeen (17), which based on, “the ministry’s current motivational policies need improvement relating to worker performance on the job”, had the highest mean of 3.97, which meant that all public servants were in agreement with this statement. This point also came out of the interviews with the Deputy Permanent Secretaries for both ministries and the two Union Representatives from the GPSU. They all mentioned that there are no effective policies except for the public service rules. There should be policies to encourage public servants to work for example awards or tokens for years of services, acknowledge/recognition of employees by giving some monetary or non-monetary rewards for outstanding performance and include the use of technology so as to free up the use of paper in the Public Service. One Deputy Permanent Secretary mentioned that the Public Service Rules needs to be updated to keep up current times. On the other hand, item Q eighteen (18), which based on, “I was involved in developing the motivational policies relating to worker performance on the job”, had the lowest mean of 2.29, which meant that most of the public servants did not agreed with this statement. This point was also proven true when the two Permanent Secretaries and the two union representatives were asked, “if they think public servants should be involved in developing motivational policies” in an interview conducted with them. They indicated that with the Public Servants involvement, their support of the implementation of these policies will be guaranteed, they would also be aware of the “what is” and work towards making it better. Almost all the questions in this cluster had a high standard deviation of 1.0 and above which indicated that participants’ perceptions were very dispersed. Statement 16 and 18 had the same mode of 1.0 which indicated that most of the participants choose strongly disagreed when answering these questions.

The data obtained from this research question was further subjected to a Chi Square test of Association to determine whether there is a relationship among the variables for systems in place to monitor public servants in order to deliver effectively on the job. The findings from the Chi Square test can be seen in the table below.

Figure 6. Chi square testing for research question two “what systems are in place to monitor public servants in order to deliver effectively on the job”.

Res. Ques.	Sample size	Obs. Value(o)	Exp. Value (e)	df	Level of Sig.	Calculated Chi Square Value (χ^2)	Critical Value at 0.05	Remarks
1	400	2400	2400	20	0.05	626.55	31.410	626.55 > 31.410 = Association

										among the six variables
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From the table above, the data revealed that the Calculated Chi Square value was greater than the critical value ($627 > 31.410$); hence, it can be concluded that there are some relationship/association among the variables in research question two. This clearly shows that there were no effective policies in place to motivate public servants to deliver effective services. This finding is also keeping with what was discovered in the interview with the two deputy Permanent Secretaries and two union representatives.

Figure 7. Means, Mode, Median and Standard Deviations for statements related to public servants' perceptions on what systems were in place to monitor public servants in order to deliver effectively on the job

	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29	Q30
N Valid	400	400	400	400	400	400	400	400	400	400
Mean	2.93	2.73	3.99	2.29	3.53	3.97	3.51	2.82	2.94	3.76
Median	3.00	3.00	4.00	2.00	4.00	4.00	4.00	3.00	3.00	4.00
Mode	4.00	3.00	4.00	2.00	3.00	4.00	4.00	3.00	3.00	4.00
Std. Deviation	1.22	1.17	.98	1.08	1.07	1.05	1.17	1.30	1.26	1.07
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	1174	1095	1598	916	1413	1589	1406	1129	1176	1505

Figure 7 reported the means, median, mode and standard deviations for public servants' perceptions on the statements related to what systems were in place to monitor public servants in order to deliver effectively on the job. The means for this research question ranged from 3.99 to 2.73, which meant that public servants had various perceptions on what systems were in place to monitor public servants in order to deliver effectively on the job. The standard deviations ranged from 0.98 to 1.26 which meant that the public servant's perceptions were very much dispersed. Statement 21 which was based on, "my Ministry has systems in place to monitor public servants in order to deliver effectively on the job" had a mean of 2.93, and a high standard deviation of 1.22 which meant that not all of the public servants were in agreement with this statement and their responses were scattered. This result was also justified by the Deputy Permanent Secretaries and two Union Representatives who indicated that there are systems in place but they are not effective. Some of the monitoring systems mentioned were performance appraisal, monthly, statutory and annual reports to the head of the Ministry, probationary period, regulation and law such as Public Service and Public Service Commission Rules, Financial Acts, the Public Service Code of Conduct and constant meetings.

The data obtained from this research question was further subjected to a Chi Square test of Association to determine whether there was a relationship among the variables to consider a good remuneration package for public servants. The findings from the Chi Square test can be seen in the table below.

Figure 8. Chi Square testing for Research Question one "what can be considered a good remuneration package for public servants"

Res. Ques.	Sample size	Obs. Value(o)	Exp. Value (e)	df	Level of Sig.	Calculated Chi Square Value (χ^2)	Critical Value at 0.05	Remarks
1	400	4000	4000	40	0.05	1244	55.758	$1244 > 55.758$ = Association among the ten variables

From the table above, the data revealed that the Calculated Chi Square value was greater than the critical value ($1244 > 55.758$); hence, it can be concluded that there are some relationship/association among the variables in research question three. This clearly shows that there were no effective systems in place to monitor public servants to deliver effectively on the job. This finding is also keeping with what was discovered in the interview with the two deputy Permanent Secretaries and two union representatives.

Figure 9. Means, Mode, Median and Standard Deviations for statements related to public servants' perceptions on who determines a good remuneration package for public servants.

	Q31	Q32	Q33	Q34	Q35	Q36	Q37	Q38	Q39	Q40	Q41	Q42
N Valid	400	400	400	400	400	400	400	400	400	400	400	400
Mean	3.11	3.73	2.16	3.92	2.71	2.70	2.51	2.78	3.36	2.54	3.64	3.30
Median	3.00	4.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	3.00
Mode	3.00	4.00	1.00	5.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Std. Deviation	1.15	1.13	1.17	1.10	1.30	1.22	1.06	1.09	1.18	1.08	1.14	1.22
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	1245	1493	864	1569	1086	1080	1004	1114	1347	1019	1456	1320

Figure 9 reported the means, median, mode and standard deviations for public servants' perceptions on the statements related to who determine a good remuneration package for public servants. The means in this research question ranged from 3.92 to 2.16, which meant that public servants had different perceptions on who determine a good remuneration package for public servants. The standard deviations ranged from 1.06 to 1.30 which meant that the public servant's perceptions were very much dispersed. Item Q thirty-four (34), which based on, "I feel that I should be involved in determining my remuneration package (salary and other types of benefits)", had the highest mean of 3.92, which meant that most of the public servants agreed with this statement. This point also came out of the interviews with the Deputy Permanent Secretaries for both ministries and the two Union Representatives from the GPSU. They all mentioned that public servants, the union and other relevant stakeholders should be involved in this process. On the other hand, item Q thirty-three (33), which based on, "I was involved in determining my remuneration package (salary and types of benefits)", had the lowest mean of 2.16, which meant that most of the public servants did not agreed with this statement. Only the two union representatives indicated they were involved in determining the remuneration package. Question Q 37 which was based on, "my union negotiates my salary only", had the lowest standard deviation which meant that the scores for public servants on this question were clustered. Question 36 had the highest standard deviation, which meant that the scores for this question were much dispersed.

The data obtained from this research question was further subjected to a Chi Square test of Association to determine whether there is a relationship among the variables for who determines a good Remuneration package for public servants. The findings from the Chi Square test can be seen in the table below.

Figure 10. Chi Square testing for Research Question four "who determines a good Remuneration package for public servants"

Res. Ques.	Sample size	Obs. Value(o)	Exp. Value (e)	df	Level of Sig.	Calculated Chi Square Value (χ^2)	Critical Value at 0.05	Remarks
1	400	4800	4799.88	44	0.05	1469	58.124	$2438 > 58.124 =$ Association among the twelve

										variables
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From the table above, the data revealed that the Calculated Chi Square value was greater than the critical value ($1469 > 58.124$); hence, it can be concluded that there are some relationship/association among the variables in research question four. This clearly shows that most of the public servants were not aware of who determines a good Remuneration package for public servants. This finding is also keeping with what was discovered in the interview with the two deputy Permanent Secretaries and two union representatives.

Figure 11. Means, Mode, Median and Standard Deviations for statements related to public servants' perceptions on what indicators are used to determine public satisfaction with service received

	Q43	Q44	Q45	Q46	Q47	Q48	Q49	Q50	Q51
N	400	400	400	400	400	400	400	400	400
Mean	2.80	2.70	3.73	2.37	3.52	3.08	3.07	2.83	4.34
Median	3.00	3.00	4.00	2.00	4.00	3.00	3.00	3.00	5.00
Mode	3.00	3.00	4.00	3.00	3.00	4.00	3.00	2.00	5.00
Std. Deviation	1.11	1.08	1.01	1.08	1.05	1.31	1.25	1.38	.86
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	1123	1080	1493	949	1408	1235	1231	1135	1739

Figure 11 reported the means, median, mode and standard deviations for public servants' perceptions on the statements related to what indicators were used to determine public satisfaction with service received. The means in this research question ranged from 4.34 to 2.37, which meant that public servants had different perceptions on what indicators were used to determine public satisfaction with service received. The standard deviations ranged from 0.86 to 1.38 which meant that the public servant's perceptions were very much dispersed. Item Q fifty-one (51), which based on, "there should be a suggestion box for staff and public to give their comments and concerns", had the highest mean of 4.34, which meant that most public servants strongly agreed with this statement. This point also came out of the interviews with the Deputy Permanent Secretaries for both ministries and the two Union Representatives from the GPSU when they were asked "should there be a suggestion box at every ministry for the staff and public to give their comments and/or concerns". They all mentioned that a suggestion box is a very important way for getting feedback from public servants and the public and every ministry should have one. On the other hand, item Q forty-six (46), which based on, "I was involved in developing the current indicators to determine public satisfaction with service received", had the lowest mean of 2.37, which meant that most of the public servants did not agree with this statement. In the interview with the two Deputy Permanent Secretaries who indicated that they were not involved in the development of any indicators for public satisfaction since there were no effective tools were development and implemented. The two Deputy Permanent Secretaries and the two Union Representatives were asked, "Should the public servants, public and union be involved in developing the indicators" and if "yes, why" in an interview conducted with them. They all indicated that the public servants, public and union should be involved because they were, they will be the major stakeholders involved and there will be a reduction of problems during the implementation process because of their involvement. Q forty-four (44) and forty-six (46) had the same standard deviation of 1.08. Q 43, 44, 47, 48, 49 and had the same median/middle value of 3, Q 45 had same middle value of 4, Q 51 had the middle value of 5 while Q 46 had the middle value of 2. This clearly indicated that in research question 5, the most repeated middle value was 3 which represented neutral.

The data obtained from this research question was further subjected to a Chi Square test of Association to determine whether there is a relationship among the variables for what indicators are used to determine

public satisfaction with service received. The findings from the Chi Square test can be seen in the table below. Appendix __ shows the calculation.

Figure 12. Chi square testing for research question five “what indicators are used to determine public satisfaction with service received”.

Res. Ques.	Sample size	Obs. Value(o)	Exp. Value (e)	df	Level of Sig.	Calculated Chi Square Value (χ^2)	Critical Value at 0.05	Remarks
1	400	3600	3600	32	0.05	938	46.194	938>46.194 = Association among the nine variables

From the table above, the data revealed that the Calculated Chi Square value was greater than the critical value (938>46.194); hence, it can be concluded that there are some relationship/association among the variables in research question five. This clearly shows that there are no effective indicators used to determine public satisfaction with service received. This finding is also keeping with what was discovered in the interview with the two deputy Permanent Secretaries and two union representatives.

Correlation analysis

The figure below assesses the relationship between dependent and independent variables; (i.e.; remuneration package, policies to motivate public servants to deliver effective services, monitoring systems to monitor public servants’ delivery of effective services, determination of a good remuneration package and indicators used to determine public satisfaction with services received).

Figure 13. Showing the correlation test between independent and dependent variables

		Remuneration package contains salary and benefits
Non-monetary benefits	Pearson correlation Sig. 2 tail N	.253** .000 400
Duty free concession	Pearson correlation Sig. 2 tail N	.172** .001 400
Satisfy with salary	Pearson correlation Sig. 2 tail N	.187** .000 400
Satisfy with benefits	Pearson correlation Sig. 2 tail N	.277** .000 400
Paid overtime	Pearson correlation Sig. 2 tail N	.154** .002 400
Aware of motivational polices	Pearson correlation Sig. 2 tail N	.227** .000 400
Satisfy with ministry motivational polices	Pearson correlation Sig. 2 tail N	.224** .003 400

Involvement in developing motivational policies	Pearson correlation Sig. 2 tail N	.151** .001 400
Policies for non-monetary benefits to motivate effective service delivery	Pearson correlation Sig. 2 tail N	.168** .004 400
Systems to monitor effective service delivery	Pearson correlation Sig. 2 tail N	.145** .002 400
Satisfy with ministry's current monitoring system	Pearson correlation Sig. 2 tail N	.152** .011 400
Received required training in carrying out duties	Pearson correlation Sig. 2 tail N	.127* 400
Performance appraisal adequately cover entire task	Pearson correlation Sig. 2 tail N	.099* .048 400
Ministry's official involved in determining remuneration package	Pearson correlation Sig. 2 tail N	.142* .004 400
Was involved in determining remuneration package	Pearson correlation Sig. 2 tail N	.116* .021 400
Ministry has current indicators to determine public satisfaction	Pearson correlation Sig. 2 tail N	.124* .013 400

** Correlation is significant at the 0.01 level (2 tailed)

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

The above figure shows there was a strong positive relationship with remuneration package and the following variables: received required training in carrying out duties, performance appraisal adequately covers entire task, ministry's official involved in determining remuneration package, was involved in determining remuneration package and ministry has current indicators to determine public satisfaction. These variables correlation coefficient was statistically significant at the 0.01 significant level. There was also very strong positive relation with remuneration package and the following variables: non-monetary benefits, duty free concession, satisfy with salary, satisfy with benefits, paid overtime, aware of motivational policies, satisfy with ministry motivational policies, involved in developing motivational policies, policies for non-monetary benefits to motivate effective service delivery, systems to monitor effective service delivery and satisfy with ministry's current monitoring system. These variables correlation coefficient was statistically significant at the 0.05 significant level.

T-Test

Using SPSS, the T test was used to test the hypothesis for this research which stated the following:

$H_0=0$ - A Good Remuneration Package to Guyana Public Servants will have no impact on the enhancement in the delivery of services to the public.

$H_a \neq 0$ - A Good Remuneration Package to Guyana Public Servants will lead to a positive impact on the enhancement in the delivery of services to the public.

Figure 14. Showing the One-Sample Test for what can be considered a good remuneration package for public servants

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Remuneration package contains salary and benefits	52.810	399	.000	3.338	3.21	3.46
Only receiving basic salary	60.421	399	.000	3.638	3.52	3.76
Receiving other allowances	38.872	399	.000	2.700	2.56	2.84
Receive non-monetary benefits as part of remuneration package	39.167	399	.000	2.292	2.18	2.41
Position carries duty free concession	33.449	399	.000	2.338	2.20	2.47
Position carries duty free concession and I not receiving one	37.918	399	.000	2.565	2.43	2.70
Satisfied with my salary	35.148	399	.000	2.025	1.91	2.14
Satisfied with my benefits	35.334	399	.000	2.135	2.02	2.25
Paying taxes on my salary only	54.103	399	.000	3.412	3.29	3.54
Paying taxes on my other benefits	42.888	399	.000	2.618	2.50	2.74
Should be paid a higher salary	95.912	399	.000	4.445	4.35	4.54
Should be paid performance-based incentives	74.121	399	.000	4.135	4.03	4.24
Allowances and other benefits should not be taxed	73.949	399	.000	4.280	4.17	4.39
I am paid for overtime during the week and on weekends	35.582	399	.000	2.602	2.46	2.75

Figure 15. Showing the One-Sample Test for what indicators are used to determine public satisfaction with service received

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
My Ministry has current indicators to determine public satisfaction with service received.	50.150	399	.000	2.808	2.70	2.92
I am satisfied with my Ministry's current indicators to determine public satisfaction with service received	49.861	399	.000	2.700	2.59	2.81
My Ministry's current indicators need improvement to determine public satisfaction with service received.	73.788	399	.000	3.732	3.63	3.83
I was involved in developing the current indicators to determine public satisfaction with service received.	43.930	399	.000	2.372	2.27	2.48
I should be involved in developing the current indicators to determine public satisfaction with service received.	66.599	399	.000	3.520	3.42	3.62
I received training in customer satisfaction.	47.027	399	.000	3.088	2.96	3.22
I feel I need training in customer satisfaction.	48.960	399	.000	3.078	2.95	3.20
There is a suggestion box at my ministry for the public to state their opinion on the services received.	40.840	399	.000	2.838	2.70	2.97

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Remuneration package contains salary and benefits	52.810	399	.000	3.338	3.21	3.46
Only receiving basic salary	60.421	399	.000	3.638	3.52	3.76
Receiving other allowances	38.872	399	.000	2.700	2.56	2.84
Receive non-monetary benefits as part of remuneration package	39.167	399	.000	2.292	2.18	2.41
Position carries duty free concession	33.449	399	.000	2.338	2.20	2.47
Position carries duty free concession and I not receiving one	37.918	399	.000	2.565	2.43	2.70
Satisfied with my salary	35.148	399	.000	2.025	1.91	2.14
Satisfied with my benefits	35.334	399	.000	2.135	2.02	2.25
Paying taxes on my salary only	54.103	399	.000	3.412	3.29	3.54
Paying taxes on my other benefits	42.888	399	.000	2.618	2.50	2.74
Should be paid a higher salary	95.912	399	.000	4.445	4.35	4.54
Should be paid performance-based incentives	74.121	399	.000	4.135	4.03	4.24
Allowances and other benefits should not be taxed	73.949	399	.000	4.280	4.17	4.39
There should be a suggestion box for staff and public to give their comments and concerns.	100.159	399	.000	4.348	4.26	4.43

Figures 14 and 15 shows that the p-value for all the variables in the two research questions were 0.000 which is less than the significance level 0.05 ($p < .05$). This means that the observed mean as shown in each research question above was significantly different from what the researcher hypothesized, a good remuneration package to Public Servants will lead to no impact on the delivery of services to the public. Therefore, the researcher accepted the alternative hypothesis which stated that a good remuneration package to Public Servants will lead to positive impact on the delivery of services to the public. It can be

concluded that a good remuneration package to Public Servants will lead to positive impact on the delivery of services to the public.

MANOVA test

Figure 16. Showing the Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.832	3.057E2 ^a	6.000	371.000	.000	.832
	Wilks' Lambda	.168	3.057E2 ^a	6.000	371.000	.000	.832
	Hotelling's Trace	4.944	3.057E2 ^a	6.000	371.000	.000	.832
	Roy's Largest Root	4.944	3.057E2 ^a	6.000	371.000	.000	.832
Q43	Pillai's Trace	.121	1.938	24.000	1.496E3	.004	.030
	Wilks' Lambda	.884	1.947	24.000	1.295E3	.004	.030
	Hotelling's Trace	.127	1.952	24.000	1.478E3	.004	.031
	Roy's Largest Root	.065	4.031 ^b	6.000	374.000	.001	.061
Q44	Pillai's Trace	.101	1.613	24.000	1.496E3	.031	.025
	Wilks' Lambda	.902	1.616	24.000	1.295E3	.031	.025
	Hotelling's Trace	.105	1.617	24.000	1.478E3	.030	.026
	Roy's Largest Root	.051	3.162 ^b	6.000	374.000	.005	.048
Q43 * Q44	Pillai's Trace	.271	1.187	90.000	2.256E3	.114	.045
	Wilks' Lambda	.756	1.187	90.000	2.093E3	.115	.046
	Hotelling's Trace	.289	1.187	90.000	2.216E3	.115	.046
	Roy's Largest Root	.105	2.628 ^b	15.000	376.000	.001	.095
a. Exact statistic							
b. The statistic is an upper bound on F that yields a lower bound on the significance level.							
c. Design: Intercept + Q43 + Q44 + Q43 * Q44							

The figure above tells whether the treatment had an overall effect on the outcome/dependent variables, using Pillai's trace the significant value at F, 1.938, 1.613 and 1.187 was $P= 0.004$ and 0.031 respectively. There was a statistical significance between the two dependent variables; current indicators to determine public satisfaction with services received at $P < 0.05$, and therefore it can be concluded that the treatment (indicators to determine public satisfaction) had an effect on the aggregate outcome, so the researcher reject the null hypothesis since the treatment has an effect on the aggregate outcome. Further, 3% of the variance in the outcome variable Q43 and 2.5 % of the variance in the outcome variable Q44 was explained by the treatment and therefore there was weak effect sizes in the variance explain.

In concluding even though the treatment had a positive effect on the aggregate outcome, the percentage effect sizes were very weak and it therefore mean it needs improvement to have a large effect size.

Discussion

A qualitative and quantitative study was carried out on the impact of a good remuneration package to public servants on the enhancement of the delivery of public services with the following objectives “to determine if a good remuneration package to public servants will lead to the enhancement in the delivery of services to the public”, “to develop policy/policies to determine a better remuneration package and indicators to determine public satisfaction”, “to enhance policy/policies to motivate and monitor public

servants in the delivery of services” to identify ways to enhance the public service image and the delivery of services to the public”, “to measure the correlation between the remuneration package and delivery of services to the public” and “to examine the level of awareness and involvement of public servants in the determination of their remuneration package, policies and systems to monitor and motivate them to deliver effective services and indicators to determine public satisfaction.” This was carried out under five research questions namely:

1. What can be considered a good remuneration package for public servants?
2. What policies are in place to motivate public servants to deliver effective services?
3. What systems are in place to monitor public servants in order to deliver effectively on the job?
4. Who determines a good remuneration package for public servants?
5. What indicators are used to determine public satisfaction with service received?

What can be considered a good remuneration package for public servants?

This research has indicated that every country has a different package payable to public servants but all included a salary and different allowances payable at different rates as shown in Guyana, Trinidad and Tobago, The General Caribbean, Gulf countries/Gulf Cooperation Council (GCC), Republic of South Africa, Kenya and Nigeria. The difference in each country is that the salary structures payable are different and different allowances. Some countries have more allowances to offer than some. This was reflected in Davis-Cooper, 2013 finding in that in order to attract and retain employees with the necessary expertise to accomplish the strategic organizational outcomes, governments in the English-speaking Caribbean needed to provide adequate salaries, allowances and perquisites. It was also reflected in the research conducted in the Gulf countries which pointed out that the competitive remuneration package along with a tax-free environment and a comfortable lifestyle has attracted talent from around the globe. The analysis from the questionnaire under this research question indicated that public servants were not receiving a good remuneration package.

Therefore, in order to consider a good remuneration package for public servants, governments of each country have to look at the economic factors of a country and what it is able to offer public servants to have a decent and comfortable standard of living. A good remuneration package must include an adequate salaries and suitable allowances payable in a tax-free environment, a government pension fund and its perquisites.

What policies are in place to motivate public servants to deliver effective services?”

This literature clearly shows that there is not much done by employers to motivate public servants to deliver effective services. No effective policy (policies) has been highlighted other than what is being recommended in some countries like Guyana. Every public service position comes with a package which includes a salary and allowances but it clearly shows the package is not really satisfying and much is not done to change it, as the years goes by. A COI in Guyana highlighted that if the government wants to ensure that it delivers services with high levels of efficiency and effectiveness to meet the expectations of the general public, restructuring and reform initiative undertaken must be treated as a matter of priority and urgency. This is a recommendation which needs to be taking seriously and put policies in place to ensure proper and efficient restructure to get effective results.

Majority of the public servants in the two ministries were not aware of their ministries motivational policies and those that were aware, majority were not satisfied with them.

Therefore, in order to motivate public servants to deliver effective services polices needs to be formulated and implemented in keeping with current times and practices. There is also need for more involvements of important stakeholders in policies formulation and more awareness of them. They have to be continuously monitored and change as times goes by.

What systems are in place to monitor public servants in order to deliver effectively on the job?”

Under this research question most of the countries under study does not have any effective systems to monitor public servants in order to deliver effectively on the job. All of the countries have a Performance Appraisal system but its effectiveness is questionable. In some countries this is just a formality which is not even implemented and monitored properly. This was clearly highlighted in almost all of the countries under study. In Trinidad and Tobago, there is an exception which a study highlighted that they introduced the Opinion Leaders Panel Survey as a feedback system for performance.

In Guyana Public Service, the data shows there were monitoring systems but its awareness among the targeted public servants were minimum and were not very effective. This result was also justified by the Deputy Permanent Secretaries and two Union Representatives who indicated that there are systems in place but they are not effective. Some of the monitoring systems mentioned were performance appraisal, monthly, statutory and annual reports to the head of the Ministry, probationary period, regulation and law such as Public Service and Public Service Commission Rules, Financial Acts, the Public Service Code of Conduct and constant meetings.

Therefore, in order to monitor public servants in order to deliver effectively on the job, the government needs to revise its current systems especially that of the performance appraisal/evaluation to keep with the job description and job specification of the position. This needs to be properly implemented and monitored by well-trained individuals in this area. New system such as that recommended in Trinidad and Tobago can be adopted or even introduced a suggestion box.

Who determines a good remuneration package for public servants?

This study pointed out that every country has their own system, person (s) and or department that is responsible for the determination of a remuneration package. Even though this is so, this study highlights that in almost all the countries under study, the unions did not really play an effective role in making effective contributions on its employee's behalf, in the determination of the remuneration package which was clearly indicated in COI in Guyana.

This study indicated that in;

1. Guyana, it is the Establishment Division of the Ministry of Finance who determines the pay ranges and incremental levels for public servants. For pay increases, there is consultation between unions and negotiation ministry on behalf of the government.
2. Trinidad and Tobago, this includes the personnel department reviews the remuneration payable to civil servants and provides and establishes procedures for consultation and negotiation for remuneration between its department and appropriate recognized association, the Minister of Finance from time to time makes recommendations on remuneration and a Salary Review Commission which is mandated from time to time review the salaries and other terms and conditions of service of the offices falling within its purview. Wage negotiation for monthly paid officers in the public service is between the representative associations who bargain collectively with the Chief Personnel Officer and for the daily paid officers, the terms and conditions of employment are through a collective agreement (collective bargaining) entered into by their recognized majority union and the Chief Personnel Officer after collective bargaining.

The study also revealed that there was not much involvement by the major stakeholders in the determination of remuneration package and the awareness was very minimum.

Therefore, to determine a good remuneration package for public servants and the necessary increases, every country must have an independent body to review remuneration packages for public servant. Where this is not possible every country system, person (s) and or department that is responsible for the determination of a remuneration package must work collaboratively in the interest of public servants to

determine the best package for them. There should be more awareness and involvement in the determination of public servants remuneration package.

What indicators are used to determine public satisfaction with service received?

Most of the countries under study did not mention any indicators to determine public satisfaction with service received. Trinidad and Tobago have an Opinion Leaders Panel Survey as a feedback system for performance. The indicators to be used were not mentioned.

The Deputy Permanent Secretaries for both ministries and the two Union Representatives from the GPSU indicates that there should be a suggestion box at every ministry for the staff and public to give their comments and/or concerns since it is a very important way for getting feedback from public servants and the public and every ministry should have one. The targeted Public servants and the two Deputy Permanent Secretaries interviewed indicated that they were not involved in the development of any indicators for public satisfaction since there were no effective tools were development and implemented.

Public satisfaction is very hard to measure but indicators can be formulated which need to be specific and measurable in keeping with the service provided. Some indicators could be timeliness, value, adequacy, quality, satisfaction/appreciated, recommending the service or revising it if needs and desires are met, reliability, accessibility, professional appearance, attention and care given by public servants.

The study also indicated that age varied from 16 years to 51 years and above and there were more females working in Guyana Public Service. This information clearly shown that most of the public servants targeted were paid from GS 1 to GS 5 which represented the junior level positions. Most of the public servants were employed on pensionable establishment which guarantee employment security. This study shown that most of the public servants had a secondary and university education which clearly indicated that Guyana public service was an educated public service.

The correlation analysis indicated at 0.01 and 0.05 significance levels, there was a strong positive relation between remuneration package and the variables in the five research questions. This was also shown in the Chi Square test since the Calculated Chi Square value was greater than the critical value for all five research questions hence, it can be said that there are some relationship/association among the two variables in the research and the interviewees indicated the same perception.

The hypothesis was subjected to a T-Test to test the hypotheses and the results indicated that a good remuneration package to Public Servants will lead to positive impact on the delivery of services to the public since ($p < .05$).

The MANOVA test indicated while using Pillai's trace that the significant value at F, 1.938, 1.613 and 1.187 was $P = 0.004$ and 0.031 respectively. It showed that there was a statistical significance between the two dependent variables; current indicators to determine public satisfaction with services received at $P < 0.05$, and therefore it can be concluded that the treatment (indicators to determine public satisfaction) had an effect on the aggregate outcome, so the researcher reject the null hypothesis since the treatment has an effect on the aggregate outcome and accept the alternative hypotheses. Even though the treatment had a positive effect on the aggregate outcome, the percentage effect sizes were very weak and it therefore mean it needs improvement to have a large effect size.

In general, the major findings discovered were that in almost all public service under study, there were massive public sector reforms to tackle remuneration package enhancement, work performance and delivery of services. The determination of a remuneration package/ wage structure for the various categories of public servants is a problem, public service delivery is a problem in most countries as pointed out in Africa, in Latin America and the Caribbean and the employee performance tools used is ineffective and needs to be revised. Therefore, it is imperative for any government to look into this matter. The statistical results indicated that there were significant association between remuneration package and enhancement in the delivery of services. It also indicated that remuneration package to public servants has a positive impact on the enhancement of the delivery of Public Services.

The result of this study shows that a good remuneration package to public servants will enhance the delivery of public services. Further research on this study should be done. It is recommended that:

1. Further research in this area should be carried out in the entire public service so as to get more accurate results of public servant's views on the impact of a good remuneration package in the enchantment of the delivery of services.
2. At the same time research should also be carried out in other areas that will enhance the delivery of public services such as improved technology, better working conditions.
3. A good remuneration package must include an adequate salaries and suitable allowances payable in a tax-free environment, a government pension fund and its perquisites.
4. Policies needs to be formulated and implemented in keeping with current times and practices. They have to be continuously monitored and change as times goes by.
5. Review, implement and monitor employee performance systems/tools by well-trained individuals in this area. New system such as that recommended in Trinidad and Tobago can be adopted or even introduced a suggestion box.
6. Every country must have an independent body to review remuneration packages for public servant. Where this is not possible every country system, person (s) and or department that is responsible for the determination of a remuneration package must work collaboratively in the interest of public servants to determine the best package for them.
7. Indicators needs to be formulated which need to be specific and measurable in keeping with the service provided. Some indicators could be timeliness, value, adequacy, quality, satisfaction/appreciated, recommending the service or revising it if needs and desires are met, reliability, accessibility, professional appearance, attention and care given by public servants.
8. Introduce increment pay for performing workers.
9. There should be adequate consultation and involvement with the relevant stakeholders in determining their remuneration package.
10. Unions should have adequate, relevant training and sensitization activities for their members and at the same time there should be full representation in dealing with members' problems as it relates to their remuneration package and increases.
11. Adequate involvement and public awareness in development and implementation on policies, monitoring systems and determination of remuneration package and indicator to measure public satisfaction.

Conclusion

The researcher interprets and concludes that there is a strong positive relationship between public servants receiving a good remuneration package and the enhancement in the delivery of the public service to the people of any country such as Guyana. However, the government should not totally depend on remuneration package to public servants in the enhancement of the delivery of services to the public. They should look at other means such as strengthening policies and measurements as it relates to work performance of public servants, motivational training especially in customer service and not forgetting the use of technology which can greatly enhance work performance and service delivery in the public service.

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