EDITORIAL POLICY

Papers must be submitted with the understanding that they have not been published elsewhere (except in the form of an abstract or as part of a published lecture, review, or thesis) and are not currently under consideration by another journal published or any other publisher. The submitting (Corresponding) author is responsible for ensuring that the article’s publication has been approved by all the other coauthors. It is also the authors’ responsibility to ensure that the articles coming from a particular institution are submitted with the approval of the necessary institution. Only an acknowledgment from the editorial office officially establishes the date of receipt. It is a condition for submission of a paper that the authors permit editing of the paper for readability. All enquiries concerning the publication of accepted papers should be addressed to ejournal.assist@tau.edu.gy.

PEER REVIEWERS

Dr. Jaswinder Kumar, Assistant Professor, Indian Institute of Tourism and Travel Management.
Dr. S. Rheeta Marjery, Director Research, KV Institute of Management.
Dr. K. Purusholthaman, BNM Institute of Technology.
Dr. Madhu Bala, Department of Commerce, D.A.V. College for Girls.
ABOUT PLAGIARISM

Plagiarism is the use or close imitation of the language and ideas of another author and representation of them as one’s own original work. Duplicate publication, sometimes called self plagiarism, occurs when an author reuses substantial parts of his or her own published work without providing the appropriate references. This can range from getting an identical paper published in multiple journals, where authors add small amounts of new data to a previous paper.

Plagiarism can be said to have clearly occurred when large chunks of text have been cut and pasted. Such manuscripts would not be considered for publication in TJBMS Journal. But minor plagiarism without dishonest intent is relatively frequent, for example when an author reuses parts of an introduction from an earlier paper. The editors will judge any case of which they become aware (either by their own knowledge of and reading about the literature, or when alerted by referees) on its own merits.

The paper containing the plagiarism will be obviously returned back to the author’s for review, but we earnestly request the authors to avoid submitting plagiarized
DISCLAIMER

Texila International Journal of Management (TIJMG) make every effort to ensure the accuracy of all the information (the “Content”) contained in its publications. However, the TIJMG and its agents make no representations or warranties whatsoever as to the accuracy, completeness or suitability for any purpose of the Content and disclaim all such representations and warranties whether express or implied to the maximum extent permitted by law. Any views expressed in this publication are the views of the authors and are not necessarily the views of the Editor’s or Texila International Journal of Management.
# TABLE OF CONTENT

1 Contributory Factors of Job Satisfaction and Dissatisfaction in Organizations  
   Sherena A Persaud

2 The Impact of Effective Leadership Practice on Organizational Performance and Growth of state owned banks in Ghana: The Case of National Investment Bank, Ghana  
   John Kweku Asamoah

3 “A Qualitative Study on the Impact of a Good Remuneration Package to Public Servants on the Enhancement of the Delivery of Public Services”  
   Amanda Jaisingh

4 Ensuring Effective and Efficient Humanitarian Logistical Services Delivery: The role of Disaster Relief Organisations in Ghana  
   Japhet Baidoo

5 The Impact of Emotional Intelligence Training on the Quality of Work life amongst Employees  
   Sandhya Vijayakumar

6 Employee Discipline Enhances Employee Engagement: An Affective Shift Model Perspective - A Literature Review  
   Adamson Mukhalipi

7 An Overview of the Relationship between Total Quality Management and Employee Performance in a Selected Nigerian Company  
   Omede Solomon Abdul

8 Analysis of the Impacts of Compensation on Job Satisfaction amongst Teachers: A Case Study of Lakes State Ministry of Education, South Sudan  
   Gai Emmanuel Mabor
Role of E-Commerce in the Economic Development of Nigeria (Konga a case study)

Vincent Audu Adejoh
Contributory Factors of Job Satisfaction and Dissatisfaction in Organizations

Article by Sherena A Persaud  
*Department of Agriculture, University of Guyana*  
*E-mail: amela198824@yahoo.com*

**Abstract**  
Job satisfaction-dissatisfaction is a major concern to every organization irrespective of the type. As job satisfaction boosts productivity and creates healthy and stress-free employees, job dissatisfaction does the opposite. Job dissatisfaction causes downtime which leads to low productivity and jeopardizes an organization’s profitability and long-term security to stay afloat and compete. The aim of this research was to investigate if employees are satisfied in their chosen organization in East Berbice-Corentyne, Guyana. This paper also highlights what is meant by the term “job satisfaction” and “job dissatisfaction” as well as the causes and their effects in organizations. A questionnaire was created and administered to 50 persons from three organizations. Based on the survey carried out, 94% of the respondents had an appreciation for their job, 36% stated that they had no issue at their workplace, and 44 out of 50 respondents planned to remain in the organization they are currently apart of despite issues faced.  

**Keywords:** job satisfaction, job dissatisfaction, employee withdrawal.

**Introduction**  
Job satisfaction deals with how much an employee appreciates his or her work environment. Job satisfaction is an evaluation of an individual’s current job role (Kalleberg & Berg, 1987, cited in Mehmood et al., 2012). Employees that are satisfied in his/her organization are willing to work and boost productivity. In addition happy employees are less frustrated and stressed, which leads to a positive attitude in their workplace.  

Job dissatisfaction on the other hand deals with how unhappy an employee is in his or her work environment. Job dissatisfaction is a major issue in any organization irrespective of the size of the organization, number of employees, profit, culture, *et cetera.* Job dissatisfaction matters to everyone in the organization and is very unpleasant (Rosse & Saturay 2004). This issue can lead to low productivity and conflicts between organizations and their clientele if deadlines are not met or failure to complete projects or orders.

The aim of this paper is to investigate and analyze Job Satisfaction – Dissatisfaction amongst employees and the factors responsible for Job satisfaction – Dissatisfaction.

**Literature review**  
Employee satisfaction measures how happy an employee is (Ratna & Singh 2013). If an employee is not content with their work environment, it can be termed as Job dissatisfaction. In any organization, employees are considered to be a vital resource and an important investment, that is, if they are satisfied and loyal to their job (Waqas et al., 2014). Employees that do not feel a sense of appreciation to or from an organization, would not feel the need to go the extra mile for their jobs or want to remain in that environment. This issue may or may not lead to employee withdrawal. Employee withdrawal in an organization can take many behavioral forms, such as, turnover, absenteeism and lateness (Beehr 1978).

Employee withdrawal can be devastating for any organization, as it results in work downtime and resources necessary for hiring new employees and training. In addition, this issue can result in qualified and experienced employees leaving the organization, an asset that may or may not be difficult to be replaced.
Job satisfaction – dissatisfaction have been investigated by numerous researchers over the past few decades. Two major issues derived from these researches are that organizations simply do not care about employees, only profit. The other issue is that employees always want more and are never satisfied in general. According to researchers Rue and Byers (1992), cited in Indermun & Bayat (2013), job satisfaction deals with an individual’s mental state about their job. Job satisfaction can therefore be of an individual perspective on how they value themselves in their workplace against how the organization treats and values them.

Effects of job satisfaction

According to Aydin (2009) to create loyal and productivity employees, organizations should try to supply employees expectation in order to achieve satisfaction. Happy and appreciated employees lead to job motivation, which in turns leads to employee productivity and finally employee retention.

Causes of job dissatisfaction

Issues that employees faced in their everyday work environment that leads to job dissatisfaction are:

Underpaid - employees perceive that they deserve higher salary. Pay can be describes as a reflection of self-worth and is essential for job retention (Noe et al., 2013).

Work overload – this occurs when employees are overburden with tasks that are beyond their capacity to perform or to complete in a short timeframe. Work overload is a major issue in small businesses, where employees are tasked with multiple roles. It can also result from organizations facing constant job turnover, resulting in employees stepping in to get the work done.

Underwork – like work overload, underwork can be another major cause of job dissatisfaction. Employees may feel that they can perform or add more value to the organization if given a chance to take on more tasks and challenges.

Conflict with management and conflict with co-workers – employees spend a huge portion of their day in their workplace and interact with management and co-workers on a daily basis. Disputes with management and co-workers can result in employees being unable to effectively interact with their peers, feeling uncomfortable and feeling left out or not part of the group/organization.

Poor working conditions – according to Noe et al. (2013) if an employee feels their health or lives are at risk because of their jobs, then retaining and attracting new potential skills would be difficult. Employees should have safe working conditions and feel that their health and lives matters.

Poor benefits – organizations as a form of appreciation for their employees may offer health plan, dental plan, insurance, leave with pay, incentives, retirement packages, et cetera. These factors give the employees a self-worth that the organization’s heads value their contribution.

Stagnant job – this cause of job dissatisfaction occurs with employees that have been in the organization for a long period of time and are tasked with performing the same duties every day. Employees will feel a sense of boredom performing the same routine which will result in a lack of interest and motivation.

Lack of resources – if employees are not given the necessary tools to get their work done in a timely fashion they will eventually get frustrated and be demotivated.

Qualifications do not match the job type – individual may be overqualified for certain jobs which makes them feel demotivated and unappreciated.

Goals do not align with organization – when the goals of the organization are not aligned with the goals of the employee the individual will become uninterested in achieving the goals of the organization.

Effects of job dissatisfaction/ employee withdrawal

Turnover/retention – Shamsuzzoha & Shumon (nd) stated that “every organization wished to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the above goals”. Turnover occurs when an employee is not satisfied with his/her job and physically leaves the organization. This situation can result in work downtime, time and resources necessary for hiring and training of new staff members.
Lateness – unsatisfied employees not showing an interest towards their duties and responsibilities would tend not to value time and importance of completing their task. This can result in failure to meet deadline and complete important projects which can result in company losses clientele.

Absentee – when an employee is not happy in their working environment they would be reluctant to show up for duty. Absenteeism can cause failure to meet and complete project. This effect of job dissatisfaction can jeopardize the relationship between the organization and their clients.

**Methodology**

Data for this project was collected from the following sources:

1) Secondary data: data was collected from literature reviews and books.

2) Primary data: a questionnaire was created to conduct this research. The questionnaire contained pre-coded questions and the likert scale.

For the purpose of this research, purposive sampling was done. The first 50 persons who were currently working on a full time basis willingly took part in this survey.

**Limitation**

This research was carried out amongst a tertiary educational institute, spare parts entity and office staff within a rice milling entity located on East Berbice-Corentyne, Guyana and does not reflect any other areas in Guyana.

**Result and discussion**

![Figure 1. Years of service](image)

Figure 1, shows that out of the 50 respondents, 6 of them have been in their current organization for under a year, while 27 have been there between 1-5 years. Seven respondents were between 6 -10 years and the remaining 10 respondents have been employed in their current organization for over 10 years.

<table>
<thead>
<tr>
<th>Earning (GYS)</th>
<th>Number of employee</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 50,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>50,000-100,000</td>
<td>42</td>
<td>84</td>
</tr>
<tr>
<td>101,000-200,000</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Over 200,000</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

From Table 1 above, it can be inferred that 84% of the respondents earned between GYS 50,000 – 100,000, while 12% were GYS 101,000 – 200,000 and the remaining 4% had a earning of over GYS200,000.
Table 2. Showing respondents’ perceptions regarding different aspect of their jobs

<table>
<thead>
<tr>
<th></th>
<th>Responses (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Job appreciation</td>
<td>50</td>
</tr>
<tr>
<td>Duties and responsibilities clearly outlined and communicated</td>
<td>32</td>
</tr>
<tr>
<td>Organization goals and objectives clearly outlined and communicated</td>
<td>24</td>
</tr>
<tr>
<td>Organization view employee as an asset</td>
<td>18</td>
</tr>
<tr>
<td>Management and colleagues seems to care</td>
<td>20</td>
</tr>
<tr>
<td>Management is flexible and understands the importance of balancing work and personal life</td>
<td>24</td>
</tr>
</tbody>
</table>

In Table 2, a combined sum of 94% of the respondent stated that they appreciated their job, while 86% mentioned that their duties and responsibilities were clearly outlined and communicated to them. When asked if the organization goals and objectives were clearly outlined and communicated, 24% strongly agreed and 52% agreed, however 22% stated they were not sure about what were their organizations’ goals and objectives. 66% of the employees felt that the organization considered them to be important to their company, while 10% felt that they were not important or relevant in their organization. Also in response to if management and colleagues cared about them, 20% strongly agreed and 46% agreed that they felt they were appreciated, 12% did not agree with the statement and felt that they were unappreciated and irrelevant, while 22% could not decide either way. A total of 74% of the respondent then went on to say management was flexible and understand the importance of balancing work and personal life, while 20% were neutral and 6% disagreed with the statement. With respect to all of the questions proposed during the survey, the majority of respondents had a positive attitude towards their organization.

Table 3. Issues affecting employees in their workplace

<table>
<thead>
<tr>
<th>Issues affecting employees</th>
<th>Number of employees</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work overload</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Conflict with coworkers</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Conflict with management</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Poor benefits</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Poor working conditions</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Under work</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Stagnant job</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Lack of resources</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Goals not align with organization</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Underpaid</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Qualification do not match job type</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>None</td>
<td>18</td>
<td>36</td>
</tr>
</tbody>
</table>
With reference to table 3, it can be seen that 36% of the respondents had no issues at work and were satisfied at their workplace. On the other hand the remaining 64% of the respondents stated that they had some form of issues within their organization. Three major issues employees were facing were poor benefits (30%), lack of resources (22%) and poor working conditions (22%).

![Figure 2. Plans to remain in the organization](image)

From figure 2, it can be inferred that 44 out of the 50 respondents stated that they are planning to remain in their organization, while 5 stated No and 1 was not sure about what to do as yet.

**Conclusion**

Job satisfaction is important in any organization. Organizations that experience high rate of job satisfaction and low labour turnover were observed to have less work downtime and high productivity. On the other hand, organizations that face high rate of job dissatisfaction have high labour turnover, absentees and lateness which can lead to work downtime and low productivity.

Based on the research done, employees that took part in the survey showed high rate of job satisfaction as against job dissatisfaction. Even though the majority of the respondents faced some form of issues in their organization, the majority were still satisfied and willing to remain in the organization.

**Recommendations**

Based on the survey carried out, the following suggestions were derived;

- Organizations need to review their benefit policy especially for loyal and hardworking employees
- Preservation of all human life is vital for any organization, as such, organizations should adhere to Health and Safety Regulations and no employee should be allowed to work or operate in poor working conditions.
- Lack of resources often result in lack of work or poor work. If organizations want their employees to perform to their fullest potential, then they need to equip them with the necessary resources to perform well.
- Team building exercises and counseling sessions need to be implemented to help coworkers understand and deal with each other.

**References**

[7]. Rossi, J G & Saturay, S L 2004, ‘Individual Differences in Adaptation to work Dissatisfaction’.
[8]. Shamsuzzoha, AHM & Shumon, R H nd, ‘Employee Turnover-a Study of its Causes and Effects to Different Industries in Bangladesh’.
The Impact of Effective Leadership Practice on Organizational Performance and Growth of state owned banks in Ghana: The Case of National Investment Bank, Ghana

Article John Kweku Asamoah
Management, Texila American University
E-mail: jkwakuasamoah@gmail.com

Abstract

The study investigated the impact of effective leadership practices on an organizational growth and development in Ghana with the search light on the operations of National Investment Bank of Ghana (NIB). NIB recently had new management members with a new board of directors in place. For the year 2015 the bank shocked the banking fraternity when it was able to pay huge dividend to state coffers having experienced dividend draught for a long period. It is not too clear whether the leadership practices of the new executives have turned round the fortunes of the bank or the success story is due to the general boom in the banking industry of Ghana.

Random sampling technique was adopted to select some branches of the bank and its headquarters as the study population. Purposive sampling technique was then employed to directly approach officials for their views. The questionnaire technique was the main research instrument while Statistical Package for social science (SPSS) was employed to facilitate the analysis of the data. Findings of the study indicated that the new management team of NIB employed sound communication skills, very fair compensation packages groomed employees to perform better are some of the strategies for shoring up financial performance of the bank. The study therefore concluded by upholding the hypothesis that the recent success story associated with the financial performance of NIB was due to the leadership style of the new management team but not necessarily a direct results from the simile booming performance in the banking industry of Ghana. As a further study, the role ICT played in NIB’s success story deserve investigation.

Keywords: Leadership, productivity, financial performance, effective leadership, organizational performance.

Introduction

Upon attaining independent nationhood in 1957, government of Ghana established four other banks to join Ghana commercial bank as state owned financial institutions operating within the financial services environment of Ghana. These included National investment bank (NIB) Agricultural Development Bank (ADB), Social Security Bank (SSB) and Merchant bank. Government divested its equity in SSB to Societe General of France in 2003. Until 2013, the performance of NIB had not been encouraging leading to very little or in some years no payment of dividend to central government. However, upon change in leadership of the bank, financial ratios started improving markedly in 2013 thereby giving the general impression that the turnaround in the bank’s fortune was precipitated by the new leadership. It is therefore a fair assertion that effective leadership can actually influence productivity in both corporate and non for profit organizations.

In the opinion of Derue et al (2011), leadership is the ability to adapt the setting so everyone feels empowered to contribute creatively to solving the problems. Leadership is an ability meaning a leader has a capacity to do something through talent and skill. It stresses that leadership is a two-way, interactive event between leaders and followers rather than a linear, one-way event in which the leader only affects the followers. Leadership as a process makes it available to everyone not just a select few who are born with it. More important, it means that leadership is not restricted to just the one person in a group who has formal position power (i.e., the formally appointed leader). Leadership, according to Barrett (2006) is about influence the ability to influence subordinates, peers, and bosses in a work or organizational context. Without influence, it is impossible to be a leader. Of course,
having influence means that there is a greater need on the part of leaders to exercise their power ethically. Leadership precludes the inclusion of leadership training programs that teach people to lead themselves. Leadership includes the achievement of goals (Fairhurst, 2007). Studies abound in the academia on the effect of leadership practices on state owned financial institutions. Unfortunately, most of these materials have been oriented in the Asian and Western context thereby rendering them inappropriate in addressing problems and issues facing developing economies like Ghana. The study therefore attempts to fill this gap.

**Statement of the problem**

National Investment Bank (NIB) and Agricultural Development Bank (ADB) are peer state owned banks in Ghana which were not been doing too well in terms of paying dividend to government some years ago. In late 2012, the leadership of NIB was changed with almost all departmental heads replaced soon after change in leadership. NIB’s financial performance brightened up tremendously relative to ADB as shown in table 1.

<table>
<thead>
<tr>
<th>Bank and indicators</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIB (Profit before tax)</td>
<td>39.15</td>
<td>44.5%</td>
<td>33.7%</td>
<td>12.3%</td>
</tr>
<tr>
<td>ADB</td>
<td>-36.7%</td>
<td>10.0%</td>
<td>29.7%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Industry Average</td>
<td>31.5%</td>
<td>42.6%</td>
<td>45.2%</td>
<td>37.3%</td>
</tr>
<tr>
<td>NIB (Cost to Revenue)</td>
<td>53%</td>
<td>49%</td>
<td>46%</td>
<td>48%</td>
</tr>
<tr>
<td>ADB</td>
<td>96%</td>
<td>72%</td>
<td>58%</td>
<td>78%</td>
</tr>
<tr>
<td>Industry Average</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>NIB (Return on Assets)</td>
<td>4.5%</td>
<td>3.4%</td>
<td>3.2%</td>
<td>1.5%</td>
</tr>
<tr>
<td>ADB</td>
<td>-3.7%</td>
<td>2.2%</td>
<td>5.0%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Industry Average</td>
<td>3.0%</td>
<td>4.3%</td>
<td>4.2%</td>
<td>3.5%</td>
</tr>
<tr>
<td>NIB (Return of Equity)</td>
<td>22.2%</td>
<td>16.3%</td>
<td>13.5%</td>
<td>11.6%</td>
</tr>
<tr>
<td>ADB</td>
<td>-23.7%</td>
<td>13.9%</td>
<td>28.7%</td>
<td>13.5%</td>
</tr>
<tr>
<td>Industry Average</td>
<td>20.7%</td>
<td>29.3%</td>
<td>27.5%</td>
<td>23.8%</td>
</tr>
</tbody>
</table>

**Source:** Banking survey PWC (2016).

Table 1 illustrates the fact that the change in leadership and management members of NIB resulted in sudden improvement in the fortunes of the bank. Both NIB and ADB are government banks yet in terms of profitability, cost effectiveness and leveraging of both tangible and intangible resources, NIB appears to be way ahead of ADB. However, the startling performance of NIB came at a time when the general banking industry was booming with foreign banks and Ghanaian private banks are all making good returns on their investments. The study therefore attempts to investigate any correlation between effective leadership and the fine financial results posted by NIB. Here-in lies the thrust of the study.

**Objectives of the research**

The primary objective of the study was to examine whether the recent success story of NIB emanated from effective leadership practices introduced by the new management or was as a result of the general boom in the banking industry of Ghana. Specific objectives include:

i. To assess the multifactor leadership characteristics of new management of NIB
ii. To examine how leadership practices influenced financial performance of NIB
iii. To explore further leadership strategies for improving upon productivity at NIB

**Literature review**

**Theories of leadership**

Leadership is a widely researched management subject owing to its role in meeting organizational goals. Various theories have been put forward to attempt to explain how leadership facilitates management processes. Some of these theories have been discussed below:
**Fiedler’s contingency theory**

Fiedler (1954) and his associates made extensive efforts to combine leadership style and organizational situation. The basic idea in this contingency theory is that when one matches the leader’s style with the most favorable situation, his or her success can be assessed. In other words, when one is able to diagnose the leadership style and the company’s situation, it is possible to arrange a correct fit. Fiedler’s contingency theory’s cardinal factor has to do with the extent to which the leader’s style is relationship or task oriented.

In plain words one can say that leadership can be judged from how well the leader performed his task or how well his relationship with the employees or team members has been. It can be inferred that the contingency theory on leadership enjoins team leaders to take their assigned tasks seriously so as to come out as successful leaders. Leaders who also maintain good relationship with team-members should be on their way to become successful leaders.

**Situational theory**

According to Morgeson & Ilies (2007) situational theory of leadership could be taken as behavioral theories. Co-researchers Hersey and Blanchard’s have been credited with extensive findings on situational theory. The approach here throws a great deal of light on the characteristics of employees in determining the appropriate leadership behavior.

The salient points in the Hersey and Blanchard situational theory are that there are various levels in subordinate readiness. People who tend to be low in task readiness because they are exposed too little ability or training and therefore appear less secured in their jobs. Such people need different leadership style as against those who appear high in readiness and therefore command, good ability, confidence, skills with strong aptitude to work.

Situational theory, in the view of Arnold et al (2000) highlights four leadership styles which must be exhibited by various leaders. These are the telling style, selling style, participating style and delegating style. The telling style involves giving clear or distinct directives about how task is to be performed. This therefore enjoins team leaders within projects to be sure of jobs allotted or scheduled to team members. The selling style encourages leaders to grant their subordinates the opportunity of asking questions so as to understand fully what has been assigned to them.

**Path-goal theory**

A further contingency approach to leadership lies in the Path-Goal Theory. This theory, according to Burgoyne, et al (2004) is premised on the fact that the leader’s responsibility involves increasing subordinates motivation so as to encourage an earlier attainment of personal and organization goals. A leader could increase the motivation of staff or team members by facilitating the subordinate’s path to the kinds of rewards that are available or strategies to increase the reward level that the team members or subordinates value and desire. Path here refers to the need for the leader to successfully guide the worker to identify and pick up behavioral patterns that will ensure successful completion of task.

**Review of empirical studies on leadership and performance**

This segment takes a critical look at work done by other schools on leadership and their impact on organizational performance. It begins by highlighting a study by E.g. Campbell et al (2003) who managed to establish some element of concomitance between leadership and performance. Various leadership styles and their impact on performance have also been discussed.

**Importance of leadership style and organizational performance**

Campbell et al (2003), found a link between leadership and performance. The study established that leadership is a management influence process and not just being nice or good to others. A successful leader-manager can neither be primarily characterized as a strong leader or as a permissive one. He concluded that performance (P) is a function of competence (C) of subordinates and motivation (M). According to him, leadership is the managing of people in order to influence their performance by inducing them to work willingly.
This suggests that a leader is a motivator, persuader, effective communicator, listener, counselor, negotiator and delegator. Yukl (2002) established a link between concern for people and concern for performance. That a manager who is also an effective leader is termed the manager-leader’ who is rated 9.9 on the managerial grid. This pointed out that this type of manager has the following qualities: visionary about what people can achieve as a team, Shares vision and acts, proactive in most relationships, stimulates excitement and actions.

Methodology

This segment examines the research design, study population, nature of sources of data as well as data capture and analysis strategies

Research design

This study employed a social survey design to obtain vital data from officials of NIB at the headquarters and selected branch offices, in order to meet the objectives of the study. According to Creswell, (2013) “research design refers to a plan, blueprint or guide of data collection and interpretation- a set of rules that enable the investigator to conceptualize and observe the problem under study”.

The study population

Officials of the headquarters and selected branches of NIB will constitute the study population of the study. The bank has its headquarters strategically situated within the heart of the central business district of Accra with its branch offices scatted across the ten regions of Ghana. Officials are well trained to meet and exceed customers’ aspiration. Yin (2009) describes a research population as a group that the researcher wants to generalize to and the sample as the group of people that are selected to be in the study.

Data collection

The questionnaire technique was adopted in collecting data from management members and other officials of NIB. In all, one 120 questionnaire was distributed out of which 104 was retrieved. The headquarters of NIB and of its six branches scattered in Accra constituted the sample frame for the study.

Sampling procedure

Simple random sampling technique was used to select five (5) out its branches scattered in the Accra metropolis. This ensured that each of the branches in Accra had an equal chance of being included in the sample. Purposive or non-probability sampling technique assisted the researcher to directly approach the officials of the bank whose duties involved executing leadership instructions, monitoring and appraising performance of employee and ensuring that financial and other targets are achieved.

Research instruments

The questionnaire technique was adopted as the research instrument. The choice was informed by the fact that it enabled respondents to use their leisure periods co-operate with the study. Marczyk et al (2005) are also of the conviction that, the questionnaire technique affords an enlightened respondents the opportunity of employing their leisure periods especially in the comfort of their homes or offices to assist a research or an investigation.

Furthermore the potential respondents are all well educated people who should be able to read and understand the dictates of the questionnaire. Some of the key questions centered on multifactor leadership issues such as: leadership interactions with employees, nature of communication, problem solving skills, employee development activities, rewards for hardworking, team building spirit, management impression of employees performance, change management issues, work methodology, target setting etc., all the above were featured on section B of the questionnaire.
Data analysis

The Statistical Package for Social Science (SPSS) was used to facilitate the analysis of data and the resulting pie charts, graphs and bar charts will be featured at the appropriate segments of the final report. Tourangeau (2004) explains that data analysis is the process of computation of certain parameters along with identification of relationship patterns that may exist among data groups. In the process of analysis, relationships may be discovered that may support or conflict the original hypothesis. This analysis, according to Zikmund & Babin (2010) leads to valid conclusions only if the relationship pattern stands the statistical test of significance.

Ethical consideration

Respondents who did not wish to partake of the study were excused and others selected to replace them so as to maintain the required sample size for the study. Under no circumstance was any respondent coerced or put under a form of duress to answer any question. No embarrassing personal questions were asked. Furthermore, respondents were assured of maximum anonymity. Respondents were however told that that the credibility of the findings will depend upon the quality of their responses and for that matter they should be forthright with answers concerning the true position of issues on hand. From the foregoing, it is abundantly clear that the study enjoyed some reasonable amount of ethically uprightness.

Empirical result (Data presentation & analysis)

Multifactor leadership characteristics at NIB

Findings on multifactor leadership characteristics prevailing at NIB have been presented in table 2.

Table 2. Multifactor leadership characteristic at NIB

<table>
<thead>
<tr>
<th>Statements on multifactor leadership characteristics</th>
<th>Not at all</th>
<th>Once a while</th>
<th>Sometimes</th>
<th>Fairly often</th>
<th>Frequent ly or Always</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My boss provides targets we have to know.</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>12</td>
<td>84</td>
<td>3.73</td>
<td>.595</td>
<td>1</td>
</tr>
<tr>
<td>My boss provides good images of what must be done.</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>12</td>
<td>76</td>
<td>3.58</td>
<td>.746</td>
<td>2</td>
</tr>
<tr>
<td>My boss lets us know how he thinks we are performing.</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>28</td>
<td>64</td>
<td>3.50</td>
<td>.697</td>
<td>3</td>
</tr>
<tr>
<td>My boss is proud to work with us.</td>
<td>0</td>
<td>0</td>
<td>22</td>
<td>10</td>
<td>72</td>
<td>3.48</td>
<td>.824</td>
<td>4</td>
</tr>
<tr>
<td>My boss encourages us to develop ourselves.</td>
<td>0</td>
<td>4</td>
<td>12</td>
<td>20</td>
<td>68</td>
<td>3.46</td>
<td>.847</td>
<td>5</td>
</tr>
<tr>
<td>My boss helps members in finding meaning to work.</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>22</td>
<td>62</td>
<td>3.40</td>
<td>.795</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Field data (2017).

Further probing was performed in the course of the research to ascertain the impact of effect of multifactor leadership in performance growth in organizations. Answers taken from these statements
were frequently or always, fairly of them, sometimes, once a while and not at all. Answers obtained from the respondents were gathered, collated and ranked.

Ranking first with a mean of 3.73 is the statement that goes that “my boss provides the targets we have to know in order to carry out our work.” Following close with a mean of 3.58, my boss provides good images of what must be done ranked second. The next is “my boss let us know how he thinks we are performing” with a mean of 3.50.

Being proud to be working with our boss ranked fourth with a mean score of 3.48 and then my boss encourages us to develop ourselves came fifth, also with a mean of 3.46. Ranking sixth with a mean of 3.40 is the statement that reads that my boss helps team members in finding meaning to the work.

**Leadership and financial performance of NIB**

National Investment Bank (NIB) for some time has not been paying dividends to its shareholders especially the central bank being the majority shareholder. Government therefore installed a new management team within the quarter of 2011. The study deemed it appropriate to compare the financial performance of the bank four years before and four years after change in leadership. Essentially the researcher examined such financial performance ratios as Cost to Profit, Return on Assets, Return on Equity, Sales turn over, Bad Debt to Loans, Customers Deposit to Total Assets and Loan to Deposit.

**Profit ratios of NIB**

Meeting corporate profitability objectives mainly entails cutting cost through minimizing wastages, religiously observing the tents of operational manual and conduction value for money purchases and procurements. Figure 1 therefore reflects the profitability ratios of NIB for the period before after the change in leadership of the bank.

![Graph](image)

**Figure 1.** Graph of profit before tax for NIB on 2010 to 2014

**Source:** Ghana banking survey (2015).

In figure 1, profit before Tax for NIB was 1.6% of which the banking survey (2015) puts the industry average of profit before tax as 27.2%. NIBs profit before tax for 2011 came up a bit to 12.7% although it was still nowhere near that industry’s average of 30.5%. In 2012, NIBs profit before tax remained at 12.3% while the industry average was 37.3%. The impact of change in leadership stated reflecting on the profit outlook of NIB in 2013 when profit before Tax moved from 12.3% in 2012 to 33.7% in 2013 and moved on to further 44.5% in 2014 which was higher than the industry average of 43.2% in 2014 (Ghana banking survey, 2015).

**Returns on equity and assets of NIB**

The trend of returns on Equity and Assets have been graphed of figure 2
Figure 2. Graph of returns on assets and equity


Figure 2 shows that return on Assets, which indicates how profitable management has been husbanding the resources at its disposal, appeared to be lagging way behind that of the industry average until 2013 when it was 3.2% and got closer to the industry average of 4.2%. In 2014 when new leadership strategies had gained grounds Return on Asset rose up astronomically to 13.4% well above industry average of 4.3% for that year. NIB’s return on equity for 2010 was 3.7% as compared to 16.6% industry average.

In 2011, NIB’s return on Equity increased appreciably to 9.0% and moved up to 11.6% in 2012. These performance levels were 50% of the industry’s averages. In 2013 Return on equity was 13.5% (i.e. 50% of industry average of 27.0%). In 2014 industry’s average was 29.3% of which NIB’s return on equity was 16.3% or 55.6% of industry’s average of 29.3%.

From the foregoing it is evident that change in leadership of NIB in late 2012 significantly positively influenced the financial performance of the bank. Filling the change on leadership of the bank in 2012 return on equity started registering double digits. The growth in this ratio is important in that it demonstrate to owners of the business that the prospects of their business is getting brighter and that more funds should be invested into their business. Outsiders who also wish to subscribe for shares are encouraged to do so. An increase in the return on Asset also indicates to management that new strategies for developing the bank were really working. With profitable ratios trending upwards upon the advent of new leadership of the bank shows clearly that the new leadership styles of the bank from 2012 really paid off.

Liquidity performance at the bank

Managing liquidity effectively is an essential function of a bank. This is because any wrong step resulting in failure to meet customer’s cheques and other withdrawals could result in a panic and could even incite a bank run. Management of the bank should therefore endeavour to monitor their liquidity positions in order to hold onto the confidence of customers of the bank. Assessing the liquidity of the bank involves assessing how liquid funds of the bank covers customer’s deposit as well as relationship between liquid fund and total assets. The higher the extent of coverage, the better. A quick look is made at these two ratios shown in figure 3
Figure 3. Graph of liquidity ratios of NIB


Figure 3 shows that the liquid fund to total deposit ratio of NIB for 2010 was 51% and this means available liquid funds such as cash bad recoverable debt, short term loans with other banks were 51 percent of customer’s deposits. This appeared consistent with industry average of 52%. This dropped to 44% in 2011 and started picking up in 2012 when the new leadership strategies started making the desired impact. The liquid fund to total deposit ratio increased from 48% in 2012 to 52.9% in 2013 which was higher than the industry average of 50%. It increased further to 69% in 2014 which was also slightly more than the industry average of 68%.

The liquidity position of the bank in respect of liquid funds to total assets ratio however trailed well behind the industry’s average over the period until in 2014 when it was 63% while the industry average was 60%. In 2010, liquid assets constituted only 35% of the total Assets as against industry average of 62%. Liquidity fund to total asset ratio of NIB averaged 37% until in 2013 when it came down to 34% prior to moving up to 63%.

Leadership practices and recent impressive financial results of NIB

Discussed here-under are issues resulting to how change in leadership of NIB influenced its financial results.

Views as to whether leadership practices influenced financial performances

Findings as to whether style of leadership of new management effected financial performance of the bank have been indicated in figure 4.
Figure 4. Pie-chart on views as to whether new management’s leadership style influenced the recent success story of the bank

Source: Field data (2017).

It can be gathered from Figure 4, that 79 (i.e. 76%) out of the 104 respondents saw a direct correlation between leadership style of new management of the bank and its recent impressive financial performance. Furthermore 17 (16.3%) respondents felt it is not only the new leadership style that accounted for the bank fine financial performance and that other factors also came on board to make things happen. On their part 8 (i.e. 7.7%) respondents were of the view that leadership style of new management did not have anything to do with recount success story of the bank. From the foregoing it is obvious that at least 92% of respondents saw something positive about the leadership style being exhibited by new management functionaries of the bank.

Further leadership motivational strategies to enhance productivity at NIB

Findings on further strategies necessary for leaders of NIB to motivate staff towards enhancing productivity have been presented in table 3.

Table 3. Frequency table of further strategies to enhance productivity at NIB

<table>
<thead>
<tr>
<th>Suggested Strategy for Enhancing Productivity</th>
<th>Frequency (Out of 104)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management should listen to employees views</td>
<td>73</td>
<td>70.2</td>
</tr>
<tr>
<td>Management should empower employees to perform</td>
<td>85</td>
<td>81.7</td>
</tr>
<tr>
<td>Appropriate reward incentives should be established</td>
<td>68</td>
<td>65.4</td>
</tr>
<tr>
<td>Discipline must be seen to be progressive</td>
<td>74</td>
<td>71.2</td>
</tr>
<tr>
<td>Team work building must be enhanced</td>
<td>71</td>
<td>68.3</td>
</tr>
<tr>
<td>In service training for new hands must be encouraged</td>
<td>89</td>
<td>85.6</td>
</tr>
<tr>
<td>Feedback mechanisms would be necessary to encourage open environment</td>
<td>68</td>
<td>65.4</td>
</tr>
<tr>
<td>Motivate staff with more non-financial rewards</td>
<td>65</td>
<td>62.5</td>
</tr>
<tr>
<td>Monthly best worker awards should be instituted</td>
<td>63</td>
<td>60.6</td>
</tr>
<tr>
<td>Staff should be encouraged to challenge themselves so as to enhance productivity</td>
<td>87</td>
<td>54.8</td>
</tr>
</tbody>
</table>

Source: Field study (2016).
In table 3, 85 (i.e. 81.7%) respondents pointed out that leadership would do a great service to enhance productivity if employees could be empowered through capacity building and skill development activities. Eighty-nine (i.e. 85.6%) respondents also felt if progressive in service package were put in place, staff could be motivated to increase productivity. Seventy-four (i.e. 71.2%) respondents were of the view that productivity could be markedly improved if discipline was seen to be equitably and progressively applied to all rather than what appears to high levels of discrimination in award of rewards and punishments in the bank. Seventy-three (i.e. 70.2) respondents also noted that management should endeavour to listen to the views of employees when taking decisions.

Sixty-eight (i.e. 65.4%) respondents noted that where an appropriate reward system is instituted workers will be motivated to work harder. Seventy-one (i.e. 68.3%) respondents were of the view if stranger structures were established for team building to propagate, productivity will be greatly improved. Sixty eight (i.e. 65.4%) respondents pointed out that sound feedback mechanisms would ensure that the environment is open enough for better interaction. This way the environment can be created for productivity to propagate smoothly. The use of more non-financial awards, according to Derue et al (2011), 65 (i.e. 62.5%) respondents will motivate staff to perform.

Sixty-three (i.e. 60.6%) respondents observed that monthly best worker awards could help encourage staff to adopt a more positive attitude towards work and this will translate into high productivity. Fifty-seven (i.e. 54.8%) respondents felt when staff members are allowed to challenge themselves professionally, productivity will be improved at NIB.

**Discussion of findings**

The findings that superior officers at National Investment Bank (NIB) make their subordinates feel good around them and this enhances productivity leading to enviable performance of the bank in recent times have been supported in relevant literature or organizational performance and growth. Hoffman et al (2011) argues that when employees have very cordial relationship with that bosses and supervisor officers, they exhibit the sense of belongings and in the process create viable structures for productivity to thrive.

Daft (2006) also adds that making employees feel good around supervisors is the surest way of assuring workers of how much they are cherished at their places of work. Another benefit in making subordinates feel good around managers according to Mullins (2005) has to do with stability of the labour front thereby minimizing staff turnover and being assured of continuous relevance on competent employees towards moving the organization in a better direction. The study further revealed unequivocally that, supervisors and managers of NIB often use few simple words to express themselves and this result in clear instructions for employees to follow.

Bennis (2007) supports this management style of communication at NIB and explains that the use of plain language to instruct staff goes a long way to facilitate good performance. Daft (2006) also note that, plain language instruction helps to minimize wastage which would have resulted from executed poor and unclear instructions. Majority of NIB responses also indicated that their bosses help them to think of old challenges and problem in new ways and this assists in putting up innovative ideas of solving problem. Azka et al (2011) and Tara (2005) all support this kind leadership style and notes further that seeing old problem in new ways facilitate brain storing sessions and necessary to unearth solutions. The revelation that bosses of NIB encourage staff to develop themselves is supported by numerous writers on management and employee performance. According to Michael (2010) the caliber of employees confers on the much needed comparative advantage which invariably leads to the attainment of competitive advantage in an industry.

Tara (2005) also supports the view that employees must be motivated to develop themselves through bursars, scholarships or soft loans and other incentives. Meeting targets set for a team is obviously one that gladdens the heart of all managers and supervisors. Rubin et al (2005) note that when teams meet or exceed targets set them the organization is surely en-route to meeting corporate objectives. Fiedler et al (2004) explain further that continuous meeting of target goes a long way to strengthen the operational existence of the organization.

The finding that managers of NIB are unhappy seeing subordinates doing work in same way always is also supported in available literature. Fu-Jin et al (2011) are of the view that exploring better
ways of doing work helps in doing work faster and in more economical way thereby minimizing waste and increasing productivity. The findings that subordinates of NIB have faith in their supervisors and superior officers command a lot of credence on leadership and performance in management literature.

Ngodo (2008) noted in similar study that having faith in one’s boss helps in believing in instructions handed down by such managers. This, Adam and Adam (2009) argue, gives a further impetus for subordinates to operate comfortably to increase productivity. The study also found out at NIB that employees see their bosses as providing good images of what must be done. According to Mullins (2005) giving a fair impression of what has to be achieved enables staff to have a clear vision of achievable goals. In the opinion of Howell and Avolio (2007) demonstrating to subordinates what needs to be done presents the kind of confidence that employees require to accomplish jobs. Other very positive features of leadership quality at NIB relate to how supervisors and managers communicate to their team member how they feel about performance of the group. Managers also provide recognition and rewards when team members achieve their targets.

According to Booth et al (2008) rewarding subordinates creates very healthy competition amongst staff which invariably promotes and enhances productivity. Booth et al (2008) also submit that rewarding subordinates for achieving target also goes a long way to promote excellence, minimize wastage and create the necessary environment for being creative and innovative. It also came to light from the study at NIB that employees are happy with working with their various bosses signifying that sound communication exists vertically between bosses and their subordinates.

Fiedler & House (2008) indicates that happy employees often translate their good feeling into productivity which enables management to organize bonuses for deserving workers. The revelation that bosses at NIB also do not demand too much from employees gives the impression that leadership of the bank believe in the concept of reasonableness in management-worker relationships. On leadership and performance, the study learned from NIB whereas performance of employees depend upon leadership style adopted by managers, leadership style also assist organizations to achieve objectives more efficiently by linking job performance to valued rewards. Exposing deserving workers to appropriate incentive packages, according to Bennis and Nanas (2007) creates a very cordial atmosphere for all employees to do their very best. This stems from the fact that workers are well aware that lazy employees cannot be tolerated in such environment and that only hard work will justify one’s inclusion.

The study further revealed that leaders of NIB are able to influence employees to work harder towards the attainment of corporate goals. Ismail et al (2009) see an effective leader as one who is able to convince employees to toe a particular line of action especially when it has to do with strategies for meeting organizational targets. Judge et al (2009) support this position and maintains that the quality of leadership, to a large extent, should determine employee performance and by extension corporate readiness to achieve set targets.

The study also uncovered the fact that when the new leadership structure was installed, management quickly questioned the status quo so that unproductive, outdated or socially irresponsible norms within the bank were all replaced to increase productivity leading to the improved fortunes of the bank. Fu-Jin et al (2011) supports this move and started that it is a leader’s responsibility to review existing structures with the view to making amendments for productivity to be enhanced.

Area for further research

Information Communication Technology (ICT) has really changed the face of service delivery especially in the service sector and the banking industry in particular. Customers of the bank need not physically visit their mother banks to withdraw cash because ATM facilities have been deployed at various vantage places. Under the auspices of internet banking, customers could also easily effect payment electronically. Moreover, customers could also check on their bank balances using their mobile phone handset. From the foregoing, it is evident that ICT has really enhanced banking operations and this obviously could have contributed tremendously towards the success story of NIB when leadership was changed. Nevertheless, the study could not capture the role ICT played in brightening up the fortunes of the bank. There is therefore the need for further research to investigate
how ICT aided the leadership of the bank in turning around its fortunes. Enterprise resource planning (ERP) software installed at the bank for instance assisted the new leadership to monitor the performance of investment of loans portfolios. Inventory managements were all streamlined to introduce more efficiency thereby reducing leakages that often increase operation cost. Certainly, the role of ICT in leadership success of the bank ought to be identified.

Conclusion

The study set out to examine how effective leadership influenced organizational performance at National Investment Bank (NIB) of Ghana. It specifically tested the hypothesis that recent impressive financial performance of NIB could be attributed to the sound leadership practices which were installed following change in leadership four years ago. The study is in a position to conclude that sound human relationship, problem solving skills, team building, enhancing spirit of leadership of the bank, all contributed to the recent improved financial performance of the bank. Leadership of the bank ensured that employees’ performance are well appraised and those achieving targets are rewarded. Reasonable targets are usually set for employees who are properly groomed to undertake assigned duties. The new leadership of the bank reviewed the bank’s vision, introduced more creative and winning products as well as effected the requisite changes in human resource and service delivery systems all with view to enhancing productivity. The leadership of the bank was able to question the existing status quo removed all unproductive, outdated or socially irresponsible norms and installed structures that motivated employees to perform creditably. From the foregoing, the study can only confirm the hypothesis that, the recent success story associated with the startling financial performance of NIB emanated from effective leadership practices but not necessarily from the general boom in performance in the banking industry of Ghana.

References

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

Article by Amanda Jaisingh  
*Management, Texila American University  
E-mail: ajaisingh@texilaconnect.com*

**Abstract**

The government of any country such as Guyana has a fundamental right in providing public services and goods to its people.

The title for this study was: “A qualitative study on the impact of a good remuneration package to public servants on the enhancement of the delivery of public services.” They were many objectives but the main one 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 experiences 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.

The study was qualitative in nature. The secondary data was collected from many sources and the researched countries public services were Guyana, Trinidad and Tobago, The General Caribbean, etc.

The major findings discovered were that in almost all public service in the world there were massive public sector reform to tackle work performance and delivery of services. The researcher interprets and concludes that there is a strong relationship between public servants receiving a good remuneration package and its enhancement in the delivery of the public service to the people. However, governments should not totally depend on remuneration package but look at other means.

**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 range from G.S. 1 to 14, with one being the lowers or entry level workers and 14 be 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 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 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 examine the role of remuneration package in enhancement of the delivery of services to the public” and “To measure the correlation between the remuneration package and delivery of services to the public.”

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 results 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 enhances 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, The General Caribbean, Gulf countries/Gulf Cooperation Council (GCC), Republic of South Africa, Kenya and Nigeria. 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 scales.

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.

Description of the method used

The method used was of qualitative nature where secondary data was gathered to answer the research questions. 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.

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.

Other recommendations made were as followed:

3. 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.

4. 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).

5. 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.

6. 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 good life. According to a brochure disturbed by the Ministry of Finance in the year 2017 title “At a Glance Budget 2017” in highlighted that seven thousand, six hundred public servants will benefits 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 introduce 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 had 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 preview 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 enter 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 “fast forward” and identified inter alia e- Government, as a key driver for the delivery of efficient and effective citizen-centered services. This give 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 process was 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 findings 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).

**Gulf countries/Gulf Cooperation Council (GCC)**

In countries that make up the Gulf such as Saudi Arabia, United Arab Emirates, Oman, Yemen, Kuwait, Qatar and Bahrain among others, remuneration packages consist of a basic salary and allowances, such as housing, transport, utilities or other miscellaneous allowances, these two together forms a guaranteed take-home pay. The primary objective for introducing the different allowances was to attract and support the foreign workforce. The most common benefits across the Gulf were assistance extended in the form of children’s education allowances, health-care benefits and annual vacation travel (or an equivalent cash amount to nationals). The researcher noted that the competitive remuneration package along with a tax free environment and a comfortable lifestyle has attracted talent from around the globe. In the absence of a robust performance management system, increases are given across the board, thus leaving high performers feeling short-changed, and weak performers none the wiser as to how reward is related to their performance. (Kapoor, https://www.haygroup.com/downloads/uae/2013-10-changingtimes reward practices in the gcc countries - final.pdf).

**Republic of south africa**

A research from a booklet title “Salaries and Benefits in the Public Service” by the department of Public Service and Administration, Republic of South Africa indicated in its introduction that, “…government has come up with a comprehensive remuneration package that is prudent, forward looking and paves the way towards improving service delivery and public service performance and at the same time, ensuring improved conditions of service for all public servants.” (Salaries and Benefits in the Public Service Booklet, Department of Public Service and Administration, Republic of South Africa) The booklet revealed the following:

1. Public Service Act appointees from GS 1 to 10 and in 2008/2009 salary adjustment received a package which includes a basic salary, the annual service bonus (1/12 of basic salary) and the Employer contribution to the Government Employees Pension Fund.
2. To retain and recruit professionals, their wage agreement provides development of occupational specific dispensation for Nurses, Educators and Legally qualified employees.
3. Employees appointed on permanent basis are required to be members of the Government Employees Pension Fund. This fund provides benefits such as retirement (normal and early), resignation, death (whether in service or after retirement), funeral benefits, orphan’s annuity, ill health benefits and discharge benefits base on any of the reasons listed below:
   - the abolition, reduction, reorganization or restructuring of the member’s post;
   - to promote efficiency in the department;
   - injury on duty, and for
   - Medical reasons.
4. Other benefits received include housing, medical, service bonus, different types of leave dispensations which include annual leave, normal sick leave, temporary incapacity leave, leave for occupational injuries and diseases, maternity leave, family responsibility leave, adoption leave, special leave and leave for office and also on working time which includes averaging of hours of work for shift workers, working on Sundays and public holidays, night work and overtime work.

**Public service transformation through constitution review, the kenyan experience**

This process engages in a constitutional reform that provides a Framework for Efficient and Effective Public Service Delivery in Kenya. This study stated that the 2010 Constitution indicated that efficient and effective public service delivery is not a privilege in a democratic environment. This constitution contains principles and elements that will have both direct and indirect impacts on public sector performance, reform, and transformation namely Productivity; Marketization; Service
Orientation; Decentralization; Policy and Accountability. Countries in South Africa have adopted these principles and it has increase efficiency and effectiveness through marketization of public services.

The diagram below proposes a framework for efficient and effective public service in Kenya and further proposes that new role of the public servant; to ensure efficient and effective public service delivery in devolved government. To ensure its success, the entire public service will have to response to the needs of Kenyans through policy processes that have involved participatory processes with the citizens. (https://www.capam.org/offering/articles/2015/public_service_transformation_through.constitution_review.html).

**Diagram 1.** Showing the frame work for efficient and effective public service delivery in Kenya

Employee satisfaction and morale are considered two most important drivers of performances of employees. Wages and salaries (monetary factors) are considered important for employees; one should also look at non-monetary factors. One research title, “Improving Public Sector Efficiency: Challenges and Opportunities” by Curristine et al, 2017 stated that “…although governments often are model employers and their wage policies reflect equity concerns as well. Wages are also important for attracting and retaining qualified staff, especially in case of skill shortages. Performance-related pay initiatives appear to have a low impact on staff motivation.”(Curristine et al, 2017) This research also highlighted the following:

1. That in some Organization for Economic Co-operation and Development (OECD) countries public sector wage difference is the highest at the lower end employment ladder and decrease as you move up the employment ladder.
2. The impact on the quality of service delivery and policy effectiveness is unclear.
3. Negative effects of performance measurement/management.
4. Union representation is rather high in the public sector in most countries but the impact of unions on issues of efficiency and effectiveness is unclear.
5. Image plays an important role in public sector. It stated that the unattractive image of the public service in United States makes many educated students to pursue their careers in the private sector.
6. OECD has introduced Performance Information (PI) into the public service and has seen improvement in the monitoring of performance. It provides details to the government on what is working and what is not. This research stated that, “PI acts as a signaling device that highlights problems with programmes and with service delivery, as well as good practice. Once a problem or poor performance is identified, different steps can be taken to improve performance.”(Curristine et al, 2017)
Nigeria

A research carried out in the Nigerian Public sector, 2015 title “Low Income and Diminishing Productivity in Nigerian Public Sector” highlighted that many commissions were set up both in the colonial and past colonial periods to handle wage reviews. This was influenced by labor unrests resulting from the desire for better salaries and conditions of service. This research pointed out that “ILO perception of fair income complimented Frederick Taylor’s view in his Scientific Management Theory, a classical school which focused on productivity of individual workers. Taylor posited that money was the way to motivate workers to their fullest capabilities. Taylor felt that such financial incentives would induced workers to produce more so that they might earn more money.” (Obasaolufemi, 2015) It further pointed out that, “The remuneration of low income to workers in the public sector has psychological, economic and social implications on their attitudes towards work in a workplace.” (Obasaolufemi, 2015) This research pointed out that reforms that related to public servants fail because of its implementation or execution. It stated that (…major causes of the failure of wage and salary reforms of the past are over-politicization of the policy, systemic breakdown, distrust and suspicion among the political gladiators and labor representatives, discontinuity, corruption, betrayal of political leaders as well as bureaucratic bottleneck.” (Obasaolufemi, 2015) The recommendations made for Palliative measures for reducing the effects of low income on public workers are as followed: control of inflation, provision of incentives, tax rebate, regular promotion and annual increment to staff and introduction of performance-related pay. This research highlighted that public sector organizations were created for the purpose to provide good quality services to citizens at low and acceptable cost. The research concluded that, ‘the government should be able to restructure the income of public servants equitable to what is obtainable in other part of the world, there is need to reduce the size of the civil service to enable the governments to sustain and finance a smaller and better paid civil service over time. An efficiency-based incentive scheme that links reward to performance may provide strong motivation. Incessant Political interference, which has seriously undermined the credibility and confidence of the public service in the design and implementation of government policy, should be minimized.” (Obasaolufemi, 2015)

As it relates to Latin America and the Caribbean where Guyana is a part of, the findings highlights that the many countries central civil service suffers from inefficiency, wastage, corruption and weak capacity to provide public services. It pointed out that, “Civil servants, too, appear to be adequately remunerated, with average central government wages over two and a half times per capita GDP.” (Schiavo-Campo et al, Government employment and pay in global perspective, World Bank)

As it relates to Middle East and North Africa, one of the findings highlight that in Africa, there is an inadequacy in public service delivery. The findings under these countries also pointed out that there was little policy effort devoted to streamlining the government workforce and improving its efficiency.

The finding highlights under the wage and incentive policy that there is great fiscal benefit for wage containment but this would not work in developing countries since they barely have competitive or inadequate public wages. If this takes place on real wages there will be a vicious circle of demotivation, under-performance, and justification for further reductions.

Under the design of a compensation plan, it stated that civil service compensation is determined by two main methods, namely trial-and-error method and comparison with the private sector.

Discussion

A qualitative 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 examine the role of remuneration package in enhancement of the delivery of services to the public” and “To measure the correlation between the
remuneration package and delivery of services to the public.” 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.

Therefore, in order to consider a good remuneration package for public servants, governments of each country has 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.

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. 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.

Therefore, in order to monitor public servants in order to deliver effectively on the job, the government needs to revise it 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.

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.

**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 has an Opinion Leaders Panel Survey as a feedback system for performance. The indicators to be used were not mentioned. 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.

In general, the major findings discovered were that in almost all public service under study, there were massive public sector reforms to tackle 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.

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 quantitatively in a specific country public service to determine the correlation between the remuneration packages and enhance service delivery. It is recommended that:

1. Guyana Public Service be selected to carry out the quantitative research by having the sample size being selected from its two most important, largest and their obligations in the delivery of very important services to the public such as health, housing, water, etc., (Ministry of Communities and Ministry of Public Health).

2. The instruments of data collection should be that of questionnaires distributed to junior and middle level public servants and interviews with senior government officials and union officials
since you will be able to get hand on data for your study. Likert scale method should be applied when setting the questionnaire questions and design an interview schedule with open and close ended questions.

3. Determine two hypothesis for the study with an independent and dependent variable.

4. Data should be analyzed using SPSS to determine the mean, median, mode and standard deviation according to researcher question/cluster. graphs and charts will also be used to analyze each question on the questionnaire according to research question/cluster. Correlation statistical technique can be applied to gauge the relationship between factors used in the study. Regression analysis can be carried out to find the impact of remuneration package on the enhancement in the delivery of services to the public. The hypothesis can be also tested to determine acceptance or rejection of the null/alternative hypothesis by using the data collected from the questionnaires, which can then be subjected to a T testing at 0.5 level of significance. Also, Analysis of Variance −ANOVA technique can be used to test the hypothesis and Chi-Square test can be performed to check the significance.

5. 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.

6. Polices 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.

7. 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.

8. 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.

9. 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.

10. Introduce increment pay for performing workers.

Conclusion

The researcher interprets and concludes that there is a strong 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.

Acknowledgement

I would like to take this opportunity in thanking my family especially my husband Jaigobin Jaisingh and my guide Dr. Jayanthi in assisting me in the completion of this Article. I would also like to thank all personnel from Texila American University for giving me this opportunity.

References


[5]. https://www.capam.org/offerings/articles/2015/public_service_transformation_through_constitution_review.html


Ensuring Effective and Efficient Humanitarian Logistical Services Delivery: The role of Disaster Relief Organisations in Ghana

Article by Japhet Baidoo
Disaster Management, Texila American University
Email: japhetbaidoo@yahoo.com

Abstract

Sudden natural disasters, such as hurricanes, earthquakes, floods and tsunamis usually generate destruction on impact, injuring people, rendering many homeless and imposing huge cost to governments by destroying public infrastructure. Considering the adverse effects on properties, human life and the economy at large, it is important to pay particular attention to humanitarian logistics as a vital medium for responding to present disasters and preparing for future ones. This study examined the factors and mechanisms for humanitarian logistical services delivery in Ghana. The case study focused on humanitarian and relief organizations operating in Ghana. Questionnaires and in-depth interviews were used to gather data from officials of ten disaster relief organizations. Findings from the study revealed important factors for effective and efficient disaster relief operations. Despite financial and logistical challenges, humanitarian organizations have put in place mechanisms for dealing with emergencies. Disaster relief organizations operating in Ghana should adopt innovative and responsive mechanisms in humanitarian relief operation so as to achieve agility.

Keywords: Humanitarian Logistics, Natural Disaster, Relief Organisations. Innovative and Responsive Mechanisms.

Introduction

Over the last two decades, humanitarian logistics has received tremendous attention in both field of human endeavour and scholarly research. The evolving trend of humanitarian logistics was triggered by series of disasters that erupted in the world and their attendant problems. For instance, the 2004 Indian Ocean Tsunami disaster generated unprecedented global outcries regarding poor logistics management. This disaster and the criticisms of its management provided a turning point for humanitarian logistics (Kovacs & Spens, 2011). In 2006, came actual breakthrough for humanitarian logistics management with far improved performance and responsiveness to disaster situations.

In effect, coordination and collaboration of among humanitarian organizations became more challenging in the use of local logistics and human resources in humanitarian relief operations (Overstreet at al., 2011). Unfortunately, disasters upon disasters keep striking and disaster reliefs have also become increasingly demanding making humanitarian logistics globally more challenging, given the complexities and uncertainties involved (Díaz-Delgado and Iniesta, 2014). Ghana is no exception in this regard, as in the past two decades the country has experienced series of disasters that have had devastating social-economic and political consequences. For example, devastating flood disasters that affected Ghana in the last decade occurred in 2003, 2007, 2009, 2010 and 2015. The 2010 and 2015 were the most devastating in recent memory in terms of morbidity, mortality, destructions of physical infrastructures, economic and social adverse effects (Ntanjal, et al, 2017). In terms of epidemics, cholera is regarded as an entrenched disaster posing great concern in Ghana (Osei, 2010). In 2014 cholera occurred in 130 districts out of the 216 districts in Ghana recording 28,975 cases with a death toll of 243 (WHO, 2015). This outbreak protracted and had a spill over to 2015 recording 591 cases with 5 deaths as at May, 2015. The cholera epidemic is found to be fostered and triggered by heavy rains and floods across Ghana (WHO, 2015). These examples of disasters cannot go without the mention of fire disaster which is found to be an annual catastrophic occurrence and its prevalence is very high. Fire disasters in Ghana is said to cost the nation in terms of value of properties destroyed to the tune of US$16million annually (Addai, et al, 2016).
Statement of the problem

All the above examples of disasters in Ghana are indication of the fact the need for effective response to disasters in Ghana cannot be over-emphasized. This call has been echoed by Van Wassenhove (2006:480) that “a successful response to a disaster is not improvised. The better one is prepared the more effective the response” (Van Wassenhove, 2006: 480). However, in most cases response to disasters by humanitarian and relief organizations Ghana is fraught with challenging constraints making rapid response ineffective (Buatsi, 2007). This notwithstanding, studies on disaster management in Ghana have centred on the type of disasters and their effects on the country’s growth and development. These studies have focused on earthquakes (Allotey, Arku & Amponsah, 2010; Oteng-Ababio, 2013), floods (Osei, 2010; Nyarko, 2010; Bempah and Olythus, 2017; Ntanjal, et al, 2017), fires (Sam-Okyere, 2010; Sarpong, 2013; Addai, et al, 2016) and epidemics (Amposah, 2004; Annan, Addai and Tulashie, 2016; Tulashie and Annan, 2016). Relatively, few studies have paid attention to humanitarian logistics especially the roles of various disaster relief organizations in ensuring timely and effective management of disasters. Hence, it is important to critically examine the roles of disaster relief organisations in responding to disasters in Ghana.

Objectives of the study

The main aim objective of the study is to examine humanitarian logistical services delivery in Ghana. The specific objectives are:

i. To examine the factors that account for effective humanitarian logistical services delivery.

ii. To assess mechanisms for disaster relief operations in Ghana.

Research questions

The study is guided by the following research questions:

i. What factors that account for effective humanitarian logistical services delivery?

ii. What are the mechanisms for responding to emergencies during disaster relief operations?

Theoretical framework

The study is underpinned by the Humanitarian Space framework. This refers to space created by disaster relief organizations to suitably conduct humanitarian work. Based on the situation or condition in the field, creating and maintaining humanitarian space pose as challenge since space is dynamic and changes rapidly. For example, weather condition can result in hindering success to certain areas, whilst similar effect in natural disasters and security could as well encounter same challenge. According to Tomasini & Van Wassenhove (2009), it is the aim of all humanitarians to live and operate within humanitarian space, which exists in a physical and a virtual sense. They explained that in the physical sense, humanitarian space represents a zone where non-combatants, civilians, and aid workers are protected from attack and violence and can operate and move freely.

When the present government is part of the conflict, it is complex to establish humanitarian space for political conflicts essentially. In the virtual sense, humanitarian space is the interaction between the different members of the humanitarian ecosystem, and how to create a location where their mandates can be carried out. It is easier to define humanitarian space in terms of natural disasters, as different parties and the government often share fundamental goals. Figure 1 illustrates the humanitarian triangle and the underlying principles governing its operation.
Since all the three principles are of equal weight the triangle it is said to be an equilateral. As humanitarian agencies and disaster relief organizations attempt to maintain balance, any compromise on a principle may have effect on the size and shape of the triangle, thus, influencing the outcome of the crises and the agencies’ ability to operate. The area bounded by the triangle is therefore referred to as the humanitarian space.

In the humanitarian network, the focus is on managing the flow of goods, finance and information, from donors to affected persons in a not-for-profit manner. Hence, when analyzing and structuring humanitarian logistics, three (3) main processes are key—fulfillment management, supply management and demand management (Ernest, 2003). In addition to managing resources, it is important to recognize that different actors are involved as Kovács and Spens (2007) opined, in humanitarian logistics, there are many participants involved some of whom are not linked to the benefits of fulfilling demand. Participants such as governments, donors, security services (military, police, etc), NGOs, and logistics providers perform significant roles in humanitarian relief operations. The same applies to distributors, suppliers, retailers and manufacturers located in the commercial supply network. In Ghana, National Disaster Management Organization (NADMO), is the lead government agency responsible for disaster management (Oteng-Ababio, 2013a). It is supported mainly by the security services such as Ghana National Fire Service, and Ghana Police Service. The establishment of the National Ambulance Service recently is intended to augment the work of NADMO and assist in the recovery operations (Sarpong, 2013).

Methods

The study employed quantitative and qualitative research approaches to assess humanitarian logistics and disaster relief organizations in Ghana. The use of mixed methods made it possible for the researcher to explore the research questions from different perspectives which lead to broader understanding of issues relating to topic (Bryman, 2004). Relying on the purposive sampling method, ten humanitarian organizations engaged in disaster and relief operations in Ghana were involved in the study (see Table 1). In each of the organization, a senior official was involved in the study.
Table 1. Selected organizations for data collection

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>United Nations Humanitarian Response Depot (UNHRD)</td>
</tr>
<tr>
<td>2</td>
<td>World Vision – Ghana (WVG)</td>
</tr>
<tr>
<td>3</td>
<td>Adventist Development Relief Agency (ADRA)</td>
</tr>
<tr>
<td>4</td>
<td>CARE International</td>
</tr>
<tr>
<td>5</td>
<td>National Disaster Management Organization (NADMO)</td>
</tr>
<tr>
<td>6</td>
<td>Ghana Police Service (GPS)</td>
</tr>
<tr>
<td>7</td>
<td>St. John’s Ambulance Service (SAS)</td>
</tr>
<tr>
<td>8</td>
<td>National Ambulance Service (NAS)</td>
</tr>
<tr>
<td>9</td>
<td>Ghana National Fire Service (GNFS)</td>
</tr>
<tr>
<td>10</td>
<td>United Nations High Commission for Refugees (UNHCR)</td>
</tr>
</tbody>
</table>

Data collection and analysis

Data for the study were collected using questionnaire and interviews. This is in one with the mixed methods approach as the underlying philosophy guiding the study. The use of questionnaires ensured that standardized data were collected from identical organizations, in this case, disaster relief organizations engaged in logistics (Yin, 2004). The questionnaires were designed using Likert Scale statements that focused on respondents’ roles during emergency relief operations and general disaster management. Interview guide consisting of open-ended questions was designed seek the views on issues related to humanitarian logistics. The SPSS software was used to analyse the data collected from the questionnaires through the Weighted Mean Average formula. The results obtained from the interviews were analysed using thematic analysis framework. In this regard, the study identified the main themes running through the results obtained.

Results and discussion

Factors for effective and efficient disaster relief operations

Using Relative Importance Index, (RII), the factors that account for effective humanitarian logistical services delivery were ranked as indicated in Table 2.

Table 2. Ranked RII Factors for effective and efficient humanitarian logistical services delivery

<table>
<thead>
<tr>
<th>Types of Disasters</th>
<th>RII</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost efficiency of aid items procured</td>
<td>0.40</td>
<td>12th</td>
</tr>
<tr>
<td>Cost efficiency of delivering aid items</td>
<td>0.48</td>
<td>9th</td>
</tr>
<tr>
<td>Budget allocation for disaster relief operation</td>
<td>0.38</td>
<td>13th</td>
</tr>
<tr>
<td>Budget allocation for administrative work</td>
<td>0.34</td>
<td>14th</td>
</tr>
<tr>
<td>Mechanism to eliminate corruption</td>
<td>0.68</td>
<td>3rd</td>
</tr>
<tr>
<td>Mechanism to check overstaffing</td>
<td>0.66</td>
<td>4th</td>
</tr>
<tr>
<td>Elimination of duplication of job</td>
<td>0.70</td>
<td>2nd</td>
</tr>
<tr>
<td>Effective internal control</td>
<td>0.72</td>
<td>1st</td>
</tr>
<tr>
<td>Avoidance of panic or impulse buying</td>
<td>0.46</td>
<td>10th</td>
</tr>
<tr>
<td>Effective inventory control</td>
<td>0.44</td>
<td>11th</td>
</tr>
<tr>
<td>Availability of funds</td>
<td>0.58</td>
<td>6th</td>
</tr>
<tr>
<td>Availability of supplies</td>
<td>0.54</td>
<td>8th</td>
</tr>
<tr>
<td>Availability of equipment</td>
<td>0.56</td>
<td>7th</td>
</tr>
<tr>
<td>Availability of expertise HR</td>
<td>0.64</td>
<td>5th</td>
</tr>
</tbody>
</table>

Source: Field data, 2016.

From the Relative Importance Index table above, it was found that the most important factor for effective and efficient disaster relief operation was effective internal control which was ranked first. This finding is consisted with the assertion by Kova´cs and Spens (2007) that effective internal control
is key to efficient humanitarian service delivery. Next to internal control was elimination of duplication of job (2nd). This was followed by mechanism to eliminate corruption (3rd), mechanism to check overstaffing (4th), availability of HR expertise (5th) and availability of funds (6th). Other factors identified include availability of infrastructure and equipment (7th), availability of supplies (8th) and cost efficiency of delivering aid items (9th). Thus, the important factors for effective and efficient disaster relief operation were effective internal controls, elimination of duplication of job, mechanism to eliminate corruption and check overstaffing.

Mechanisms for disaster relief operations in Ghana

To effectively respond to disasters and remain efficient in disaster relief operations, humanitarian organizations must develop and implement robust mechanisms for dealing with emergency situations. From the questionnaire results, all the respondents agreed that their respective organisations have effective emergency mechanisms, tools and plans in place to respond to some unpredictable and large scale disasters. In indicating what are these mechanisms, tools, plans or assessments, 8 out of the 10 respondents stated those emergency mechanism, tools, plans or assessments they have in place in response to some unpredictable and large scale disasters (Table 3).

**Table 3. Emergency Mechanisms, tools and plans**

<table>
<thead>
<tr>
<th>No.</th>
<th>Organisation</th>
<th>Emergency Mechanisms/tools/plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>World Vision Ghana</td>
<td>Emergency Response and Disaster Mitigation Committee, Community Disaster Preparedness Plans, National Disaster Preparedness Plan, National Rapid Response Team</td>
</tr>
<tr>
<td>2</td>
<td>NADMO</td>
<td>Disaster Management Plan, Standard Operating Procedure, Contingency Plans, National Strategic Action Plan, National Relief and Reconstruction Management Plan</td>
</tr>
<tr>
<td>3</td>
<td>Ghana Red Cross Society</td>
<td>Trained volunteers in Emergency Response and Warehouse to stockpile relief items</td>
</tr>
<tr>
<td>4</td>
<td>St. Johns Ambulance Service</td>
<td>Trained staff and volunteers</td>
</tr>
<tr>
<td>5</td>
<td>Ghana National Fire Service</td>
<td>Fire Extenders and Fire Fixing Equipment</td>
</tr>
<tr>
<td>6</td>
<td>Ghana Police Service</td>
<td>Rapid Deployment Station</td>
</tr>
<tr>
<td>7</td>
<td>UNHRD</td>
<td>Inter-agency Emergency Plan</td>
</tr>
<tr>
<td>8</td>
<td>National Ambulance Service</td>
<td>Well-equipped ambulance and trained personnel</td>
</tr>
</tbody>
</table>

**Source:** Field data, 2016.

All the respondents stated that their organisations work with other humanitarian organizations. In this respect, 80% of the respondents strongly agreed that there was effective coordination and collaboration among them and other organizations and 10% slightly agreed to this view. However, the remaining 10% strongly disagreed there was effective coordination and collaboration among them and other organizations.

In response to whether the disaster relief organisations have Disaster Management Policy Manual (DMPM), eight of the selected organizations were affirmative. For instance, the Ghana Red Cross Society stated that it has adopted the Standard Operating Procedures (SOP) and applies the SPHERE formula which determine and regulate the appropriation of disaster relief items to victims. The Ghana National Fire Service applied the SOP, similar to Ghana Red Cross Society. It stated that the organisation has Policy Manuals which works in line with the SOP. NADMO stated that it has developed SOP manual to ensure that disaster relief organisations work within specified standards. In addition to the SOP, NADMO and its stakeholders have also developed National Disaster Management
Plan cataloguing studies and activities that have to be carried out by various responsible agencies for the purpose of ensuring effective disaster management in Ghana. National Ambulance Service stated that it has its own operational policy. In addition, it applies the SOP and Ghana Health Service policies. With respect to ADRA, the organisation indicated that it also applies the SOP and has recently developed a policy manual for its partner-NGOs. According to UNHRD and the Ghana Police Service, they have their own policy manuals but also operate within the confines of the SOP. World Vision Ghana has disaster preparedness policy and follows international guidelines when responding to emergencies.

**Conclusion**

Logistics is a central part to any disaster relief operations. Logistics management determine the efficiency and effectiveness of humanitarian relief supply chain and this leads to relief aids being delivered to the right beneficiaries at the right time, in the right place and, in the right quantity. There are a number of issues in humanitarian logistics that need to be addressed in order to achieve effective and efficient humanitarian logistical services delivery. Potential challenges such as funding, transportation problems, poor communication and cumbersome logistical and customs clearance procedures that tend to negatively affect efficacy of humanitarian organisations in performing their roles must be addressed.

**Recommendations**

1. Humanitarian relief organisations should adopt more innovative ways of achieving internal control, reducing cost, eliminating corruption and improving efficiency. Hence, the ICT and international financial administration producers will ensure that they are agile and dynamic.
2. Communication is crucial towards ensuring effective logistics service delivery. Humanitarian organizations should improve collaboration by improving the existing platforms for communication and sharing information regarding disaster and emergency relief issues rapidly.
3. Investments in infrastructure in the form of warehouses, equipment and other supplies should be scaled up. Government in collaboration with relief organizations should provide warehouses stocked with supplies in the three ecological zones namely, coastal, forest and savanna. This will help to improve response time to disasters and make organizations more effective in logistical service delivery.
4. Humanitarian organizations should also have local presence for capacity building in terms of education and the pre-positioning of relief items. Capacity building is particularly important in order to overcome the problem of aid dependence and limited supplies.

**References**

[9]. Ernst, R. (2003), The academic side of commercial logistics and the importance of this special issue. Forced Migration Review, 18, p. 5.
The Impact of Emotional Intelligence Training on the Quality of Work life amongst Employees

Article by Sandhya Vijayakumar
Texila American University Georgetown, Guyana, South America
E-mail: sandhya_vijaykumar@yahoo.co.in

Abstract
The main research problem in this study was to identify the impact of emotional intelligence training on the quality of work life amongst employees. The main research problem gave rise to three sub problems which were addressed through the following actions:

A literature study was conducted to explore what the existing literature revealed about emotional intelligence, quality of work life and the relationship between the two constructs. Special attention was given to emotional intelligence training and its impact on the quality of work life amongst employees.

A two day structured emotional intelligence training program was delivered to a group of thirty employees. Additionally, pre and post the training intervention, an emotional intelligence psychometric assessment (The SEI assessment by the Six Seconds Network) was administered and the results were compared. Further to this, structured interviews were conducted with fifteen members from the sample group to obtain their views on the benefits of the emotional intelligence training and its impact on their quality of work life.

The results from the literature review and empirical study revealed the emotional intelligence training was extremely beneficial to employees, specifically with regard to improving their emotional intelligence competencies, which led to a better, happier work life.

As a result of the above, the researcher concluded that every organization in today’s contemporary environment should aim to incorporate programs that build emotional intelligence amongst employees which can lead to better relationships in the workplace and a more productive, stress free work life.

Keywords: Emotional Intelligence, Quality of work life, Competencies, Psychometric assessment, Impact of training.

Main and sub problems

Main problem
What is the impact of emotional intelligence training on quality of work life?

Sub problems
The following sub-problems have been derived from the main problem:

What is the importance of Emotional Intelligence (EI) and quality of work life (QWL) in the contemporary work place?
This sub-problem was addressed by means of a literature study on the importance of emotional intelligence (EI) and quality of work life (QWL) in contemporary work place.

What is the impact of EI training on employees and their levels of emotional intelligence?
This sub-problem was addressed during the empirical study by delivering a two day emotional intelligence training program to a group of 30 employees. Pre and post the learning intervention the participants completed the SEI emotional intelligence assessment. The data collected was analyzed to determine the impact of emotional intelligence training on the group of participants’ levels of EI.

Does emotional Intelligence training have an impact on the quality of work life?
This sub-problem was addressed during the empirical study. The researcher conducted in-depth interviews with fifteen members of the sample group, three months after the learning intervention. The aim was to determine if the participant’s felt that the emotional intelligence training has influenced their quality of work life in a positive way.

This research study will aim to achieve the following objectives:
Objective 1
To conduct a literature study so as to explore the importance of emotional intelligence (EI) and Quality of Work life (QWL) in the contemporary work place.

Objective 2
To facilitate an emotional intelligence training program to a target a population of 30 employees during the empirical study.

Objective 3
To assess the levels of emotional intelligence in the participants pre and post the emotional intelligence training program.

Objective 4
To conduct in depth interviews with fifteen members of the sample group, three months post the learning intervention in order to determine the impact of the emotional intelligence training on their quality of work life.

Conceptual model of the research
The main problem in this study was to determine the impact of a structured “Emotional Intelligence” training programme on employees and their quality of work life.

Demarcation of the research
A demarcation of the research will enable the researcher to focus on a manageable research structure. The exclusion of certain aspects from the research does not suggest that they are unimportant. The main problem statement provides the basis for the content of this study.

Geographical and organizational demarcation
The empirical component of the research was conducted in a health care organization in Doha.

Demarcation of job and category levels
The empirical study focused on expatriates and locals employed at the health care organization. The research groups included:
- Male and female (including managers and non-managers).
- Expatriates from several different origin countries.
- Single and married status participants.

Field of expertise of the participants
The participants included employees in clinical and non-clinical roles at the health care organization.
Subject demarcation

The study focused on the field of emotional intelligence and its impact on employee’s quality of work life.

Significance of the research

In today’s competitive environment it is very essential for employees of various multinationals to develop important capabilities and skills to survive in the dynamic and stressful work culture. Emotional Intelligence is one such skill which needs to be developed by employees in order to effectively blend thinking and feeling so that they can develop optimal relationship with themselves and others at work. Six Seconds Network (1997).

This study aims to analyze the impact of emotional intelligence training on the quality of work life amongst employees.

The results of this study can be used by:
- Human resource departments in Qatari organizations and globally to improve the emotional intelligence of their employees
- Scholars who study emotional intelligence
- Scholars who study quality of work life

Assumptions

The following assumptions apply to this study:
- Emotional Intelligence (EI) of individuals can be improved through a structured training program
- Increased Emotional Intelligence amongst employees lead to a better quality of work life.

Introduction

Qatar-doha

Qatar is a peninsular Arab country whose terrain comprises arid desert and a long Persian (Arab) Gulf shoreline of beaches and dunes. Also on the coast is the capital, Doha, known for its futuristic skyscrapers and other ultramodern architecture inspired by Islamic design, such as the limestone Museum of Islamic Art.

The country is currently focusing all of its efforts on the growth and development of its people and infrastructure. The rulers of Qatar envision a future for their nation where every individual will have a high standard of living by acquiring the best in healthcare, education and other facilities. Sustainable living is one of the goals that the government are aiming to integrate into the society. The country is presently enjoying a period of unparalleled prosperity, with exceptional economic progress. Major advances in economic, human and social developments strengthen from year to year.

Qatar’s National Vision 2030 rests on four pillars. One of them is human resource development which aims to build a world-class educational system that equips citizens to achieve their aspirations and to meet the needs of Qatar’s society, including:
- Educational curricula and training programs responding to the current and future needs of the labor market.
- High quality educational and training opportunities appropriate to each individual’s aspirations and abilities.
- Accessible educational programs for life-long learning.

In order to further support human development, Qatar has taken several steps to improve the health of Qatar’s population. An integrated system of health care offering high-quality services through public and private institutions operating under the direction of a national health policy that sets and monitors standards for social, economic, administrative and technical aspects of health care is in progress.

One such initiative is the establishment of this health care organization in Doha. The organization aims at meeting the health care needs of existing and future generations and provide an increasingly healthy life for all its citizens.
DOI: 10.21522/TIJMG.2015.04.01.Art005  
ISSN: 2520-310X

The empirical component of this research study will be conducted in the above health care organization which employs approximately 1000 employees. The researcher is employed as an administrator in the department of Pharmacy.

**Emotional intelligence**

Emotional intelligence (EI) is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal. Coleman & Andrew (2008)


There are currently several models of EI. Goleman's original model may now be considered a mixed model that combines what have subsequently been modeled separately as ability EI and trait EI. Goleman defined EI as the array of skills and characteristics that drive leadership’s performance. The trait model was developed by Konstantin Vasily Petrides in 2001. It encompasses behavioral dispositions and self-perceived abilities and is measured through self-report. The ability model, developed by Peter Salovey and John Mayer in 2004, focuses on the individual's ability to process emotional information and use it to navigate the social environment. Studies have shown that people with high EI have greater mental health, job performance, and leadership skills Goleman (1998)

Thus emotional intelligence can be defined as the ability to perceive, understand and reflectively manage one's own emotions and those of others Slaski & Cartwright (2002). Emotional Intelligence is a strong predictor of the service performance of employees in the work place. It is generally observed that the employees who perform well in their organization usually stayed for a longer duration of time in their organization Prentice & King (2011). Organizations require employees to be emotionally intelligent to serve customers in a better way and to create and maintain a lively work environment. Employers can also opt to reduce employees’ occupational stress by enhancing their EI Chaudhry & Usman, (2011). According to Kalantari (2012), significant increase in emotional intelligence will lead to a reduction in stress.

**Different models of emotional intelligence**

Emotional intelligence can be defined as the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior (Coleman & Andrew 2008).

Currently, there are three main models of EI:

1. Ability model
2. Mixed model
3. Trait model

**Ability model**

Salovey and Mayer's conception of EI aims to define EI within the confines of the standard criteria for a new intelligence Mayer, Salovey & Caruso (2001). Following their continuing research, their initial definition of EI was revised to "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth." However, after pursuing further research, their definition of EI evolved into "the capacity to reason about emotions, and of emotions, to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Salovey, Mayer & David (2004),

The ability-based model views emotions as useful sources of information that help one to make sense of and navigate a social environment. The model proposes that individuals vary in their ability to process
information of an emotional nature and in their ability to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviors. The model claims that EI includes four types of abilities:

1. Perceiving emotions – the ability to detect and decipher emotions in faces, pictures, voices, and cultural artifacts—including the ability to identify one's own emotions. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible.

2. Using emotions – the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The emotionally intelligent person can capitalize fully upon his or her changing moods in order to best fit the task at hand.

3. Understanding emotions – the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight variations between emotions, and the ability to recognize and describe how emotions evolve over time.

4. Managing emotions – the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals.

**Mixed model of emotional intelligence**

The shift from classifying EI as merely intelligence was influenced by the claim that EI is a combination of affective skills that influence individual ability Bar-On (1997) Petrides & Furnham (2001). Bar-On (1997) offered a theoretical model of EI suggesting the need for an umbrella construct of interrelated emotional competencies that influence the ability to cope with daily demands and pressures. Bar-On’s (1997) conceptualization of EI set the stage for what is now known as mixed model theory. One major contributor to the era of conceptualizing EI was Daniel Goleman, an American psychologist who introduced a mixed model outlining an emotional competence Framework. Goleman (1998) devoted his energy to identifying five constructs of EI that he considered learned capabilities:

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social skills

**Trait model of emotional intelligence**

Trait EI, or emotional self-efficacy model, emerged due to ambiguities and a lack of clear conceptualization of constructs Zeidner Matthews Roberts & MacCann (2003). Previous focus was relegated to understanding the nature of EI constructs for developmental tracks and performance measurement. Trait EI is a logical extension of constructs that have a particular affinity for individual self-perception or self-rating of emotional abilities. Petrides and Furnham, (2001) introduced Trait EI by referring to the construct as a constellation of self-perceived affective abilities, and dispositions located at the lower levels of personality hierarchies. There was reasons to suggest overlap with the mixed approach because Goleman (1998) offered a personality model of EI that included character traits such as trust, commitment, initiative, and conscientiousness. Uncertainties about the multiple and unique constituency needs provided the justification for examination of different formulas associated with EI theoretical constructs.

**Six seconds – framework of emotional intelligence training**

The Six Seconds model turns emotional intelligence theory into practice for personal and professional life. This is exactly the same content that is used for training the employees. It is a two day structured training program, where employees are trained on the below model using appropriate training methodology. The trainer is a certified EQ practitioner who has immense, in depth knowledge on the subject
Emotional intelligence is the capacity to blend thinking and feeling to make optimal decisions — which is key to having a successful relationship with our self and others. To provide a practical and simple way to learn and practice emotional intelligence, Six Seconds developed a three-part model in 1997 as a process – an action plan for using emotional intelligence in daily life.

Eight competencies of emotional intelligence

Under the three pursuits live eight specific, learnable, measurable competencies. They’re measured through the Six Seconds Emotional Intelligence Assessment – or SEI.

Figure 2. KCG emotional intelligence model of six seconds

Structured training on emotional intelligence

Although there are different organizations providing training and assessment on emotional intelligence, for the sake of this research study we will follow the 2 day structured training program by Six Seconds.

Program: Emotional Intelligence

Program Duration: 2 Days

Purpose: To provide participants with knowledge and skills required to improve their level of emotional intelligence in their personal and professional lives

Objectives: By the end of this training program the participants were be able to:
1. Explain the term emotional intelligence
2. Differentiate between the terms IQ and EQ
3. Explain the term emotions
4. Explain how to apply the six Seconds pause to overcome an emotional hijacking
5. Explain how to apply Six Seconds KCG model in in their professional and personal lives
6. Explain how to personally develop the eight competencies in the KCG model to increase their emotional intelligence.

SEI emotional intelligence assessment

The Six Seconds Emotional Intelligence Assessment (SEI) is a suite of well validated, effective tests that measure EQ and equip people with a framework for putting emotional intelligence into action.
The suite includes the compelling 1-page Brain Profiles, plus the full adult EQ measure (with numerous reports), a 360 multi-rater emotional intelligence behavioral assessment, the SEI youth version, and the “Perspective” youth version, which is the only emotional intelligence test for young children. As a part of this research project, Employees go through this assessment once during training and the second time after completion of six months. This time period gives enough space for them to reflect and improve on what they have learnt during the training.

**Quality of work life**

Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL is sometimes considered as a sub-concept of the broad concept of quality of life, which refers to the overall quality of an individual's life.

The investigation on Quality of Work Life (QWL), and the development and the application of programs that intend to improve the work environment can bring benefits to the company in the relationship with its workers and in the quality of its products, making them more competitive Silva Timossi, (2008).

According to Ziauddini and Naroei (2013), Quality of Work Life means having correct control, good work conditions, proper payment and fringe benefits and more importantly creating challenging, participating and satisfying work space. Dessler, Cost, Meals, Verter, and Walton are among the researchers who are expert in the field of QWL.

Workers are precious element of any organization. All the studies indicate that, for long-term growth of organization satisfaction of an employee is crucial. Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector. Attrition, employee’s commitment, productivity etc. depend upon the dimensions of Quality of work life.

Although there are several elements that contribute to quality of work life, for the purpose of this study the researcher will focus on two components namely happy and positive work colleagues with high emotional intelligence.

**Table 1.** Few studies on emotional intelligence and quality of work life

<table>
<thead>
<tr>
<th>Results</th>
<th>Variables</th>
<th>Year</th>
<th>Researcher(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive relation between EI and some factors such as work life satisfaction, empathy, mental health, and social relations</td>
<td>EI and Quality of Social Relations</td>
<td>2007</td>
<td>Besharat</td>
</tr>
<tr>
<td>Significant relation between EI and QWL</td>
<td>EI and QWL</td>
<td>2012</td>
<td>Kalantari</td>
</tr>
<tr>
<td>Positive and significant relation between EI and QWL</td>
<td>EI, QWL, university employees</td>
<td>2012</td>
<td>Zahra Karimi Fariba Karimi</td>
</tr>
</tbody>
</table>

**Research design and methodology**

This study aimed at understanding the impact of emotional intelligence training on the quality of work life amongst employees in a health care organization in Qatar.

In order to understand the impact of emotional intelligence training on quality of work life, a random sample of 30 qualified professionals were selected. The team underwent a 2 day structured course on emotional intelligence.

The research was conducted as a survey study and the necessary data was gathered through an online assessment (SEI Emotional Intelligence Assessment by Six Seconds). Respondent’s job positions were varied. The assessment tool is from a reliable and verified source. The participants were asked to take up the assessment when they enrolled for the 2 Day-structured course on Emotional Intelligence. The same assessment was repeated 3 months after the course and the results were compared to draw the conclusions.
Fig. 3. SEI emotional intelligence assessment

**Challenge emerging functional skilled expert**

Assessment results were published as above.

Research shows that these outcomes are driven by our Emotional Intelligence competencies.

**Definition of EI competencies**

<table>
<thead>
<tr>
<th>Success factor</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness</td>
<td>Capacity to generate results</td>
</tr>
<tr>
<td>Relationships</td>
<td>Capacity to build and maintain Networks</td>
</tr>
<tr>
<td>Well Being</td>
<td>Capacity to maintain Optimal energy and functioning</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>Capacity to maintain balance and satisfaction</td>
</tr>
</tbody>
</table>

Also 15 individuals from the above identified team of 30 -whose assessment’s revealed significant improvements were contacted for a personal interview in order to further validate the benefits of the emotional intelligence training on their quality of work life.

Thus both qualitative and quantitative methods were employed to collect data.

**Surveys and questionnaires**

Carefully constructed online assessment forms (SEI Emotional Intelligence Assessment) which included multiple choice answers were used for the assessment.

**Individual interview**

A structured interview was conducted with the employees to elicit the interviewee’s perspective on the topic. This greatly helped the researcher to understand individual’s values, understandings, feelings and experiences in relation to the impact of the emotional intelligence training on their quality of work life.

**Analysis and interpretation of results**

The data collected by both quantitative and qualitative methods was compared and contrasted before interpretation. The integration of the quantitative and qualitative research gave a broader understanding of the research. Quantitative research described the magnitude and distribution of change while the qualitative data gave in depth understanding of the social, political and cultural context.

**Quantitative analysis of results**

The data collected through assessment of 30 employees over a period of 3 months were collated, summarized and compared in order to measure improvement in the emotional intelligence competencies of the employees which impacted on their quality of work life.
Quantitative data collected were summarized as follows:

**Assessment performed during training**

<table>
<thead>
<tr>
<th>Categorical Variable</th>
<th>Challenge</th>
<th>Emerging</th>
<th>Functional</th>
<th>Skilled</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness</td>
<td>09</td>
<td>10</td>
<td>07</td>
<td>03</td>
<td>01</td>
</tr>
<tr>
<td>Relationships</td>
<td>06</td>
<td>11</td>
<td>05</td>
<td>06</td>
<td>02</td>
</tr>
<tr>
<td>Wellbeing</td>
<td>12</td>
<td>11</td>
<td>03</td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>Quality of life</td>
<td>14</td>
<td>04</td>
<td>02</td>
<td>06</td>
<td>04</td>
</tr>
</tbody>
</table>

**Figure 4. SEI assessment scores of 30 employees before training**

The above table clearly shows that during the training less than 50% of the employees scored functional and above with the four listed skills, which means that more than half of the population who underwent the structured training on emotional intelligence were all beginners in the field of emotional intelligence as they did not use these skills frequently in their day to day lives.

**Assessment performed 3 months after Training**

<table>
<thead>
<tr>
<th>Categorical Variable</th>
<th>Challenge</th>
<th>Emerging</th>
<th>Functional</th>
<th>Skilled</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness</td>
<td>05</td>
<td>07</td>
<td>11</td>
<td>03</td>
<td>04</td>
</tr>
<tr>
<td>Relationships</td>
<td>03</td>
<td>06</td>
<td>12</td>
<td>05</td>
<td>04</td>
</tr>
<tr>
<td>Wellbeing</td>
<td>06</td>
<td>08</td>
<td>09</td>
<td>05</td>
<td>02</td>
</tr>
<tr>
<td>Quality of life</td>
<td>05</td>
<td>04</td>
<td>12</td>
<td>03</td>
<td>06</td>
</tr>
</tbody>
</table>
Figure 5. SEI assessment scores of 30 employees before training

The graph listed above clearly shows a considerable improvement in the competencies of the population who underwent the training. 67% of employees were reported functional and above 3 months post training which indicates that the training helped employees to improve their competencies.

Figure 6. Comparison of data during and after training

Categorical data groups all units into distinct categories which will be summarized by determining how many times a category occurs. This will be presented using the frequency table provided below. The data will further be represented as a percentage or proportion of the total.

- A proportion describes the relative frequency of each category and is calculated by dividing each frequency by the total number.
- Percentages are calculated by multiplying the proportion by 100.

Effectiveness-Score table

Table 5.

<table>
<thead>
<tr>
<th>Variable</th>
<th>During Training</th>
<th>Percentage</th>
<th>After 3 months</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge</td>
<td>09</td>
<td>30.00</td>
<td>05</td>
<td>16.00</td>
</tr>
<tr>
<td>Emerging</td>
<td>10</td>
<td>33.33</td>
<td>07</td>
<td>23.33</td>
</tr>
<tr>
<td>Functional</td>
<td>07</td>
<td>23.33</td>
<td>11</td>
<td>36.66</td>
</tr>
<tr>
<td>Skilled</td>
<td>03</td>
<td>10.00</td>
<td>03</td>
<td>10.00</td>
</tr>
<tr>
<td>Expert</td>
<td>01</td>
<td>03.00</td>
<td>04</td>
<td>13.00</td>
</tr>
</tbody>
</table>
Figure 7. Effectiveness as an EI skill

Relationships– Score table

Table 6.

<table>
<thead>
<tr>
<th>Variable</th>
<th>During Training</th>
<th>Percentage</th>
<th>After 3 months</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge</td>
<td>06</td>
<td>20.00</td>
<td>03</td>
<td>10.00</td>
</tr>
<tr>
<td>Emerging</td>
<td>11</td>
<td>36.66</td>
<td>06</td>
<td>20.00</td>
</tr>
<tr>
<td>Functional</td>
<td>05</td>
<td>16.66</td>
<td>12</td>
<td>40.00</td>
</tr>
<tr>
<td>Skilled</td>
<td>06</td>
<td>20.00</td>
<td>05</td>
<td>16.66</td>
</tr>
<tr>
<td>Expert</td>
<td>02</td>
<td>6.66</td>
<td>04</td>
<td>13.33</td>
</tr>
</tbody>
</table>

Figure 8. Relationships as an EI skill

Well Being – Score table

Table 7.

<table>
<thead>
<tr>
<th>Variable</th>
<th>During Training</th>
<th>Percentage</th>
<th>After 3 months</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge</td>
<td>12</td>
<td>40.00</td>
<td>06</td>
<td>20.00</td>
</tr>
<tr>
<td>Emerging</td>
<td>11</td>
<td>36.66</td>
<td>08</td>
<td>26.66</td>
</tr>
<tr>
<td>Functional</td>
<td>03</td>
<td>10.00</td>
<td>09</td>
<td>30.00</td>
</tr>
<tr>
<td>Skilled</td>
<td>02</td>
<td>06.66</td>
<td>05</td>
<td>16.66</td>
</tr>
<tr>
<td>Expert</td>
<td>02</td>
<td>06.66</td>
<td>02</td>
<td>06.66</td>
</tr>
</tbody>
</table>
Quality of Life - Score table

Table 8.

<table>
<thead>
<tr>
<th>Variable</th>
<th>During Training</th>
<th>Percentage</th>
<th>After 3 months</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge</td>
<td>14</td>
<td>46.66</td>
<td>05</td>
<td>16.66</td>
</tr>
<tr>
<td>Emerging</td>
<td>04</td>
<td>13.33</td>
<td>04</td>
<td>13.33</td>
</tr>
<tr>
<td>Functional</td>
<td>02</td>
<td>06.66</td>
<td>12</td>
<td>40.00</td>
</tr>
<tr>
<td>Skilled</td>
<td>06</td>
<td>20.00</td>
<td>03</td>
<td>10.00</td>
</tr>
<tr>
<td>Expert</td>
<td>04</td>
<td>13.33</td>
<td>06</td>
<td>20.00</td>
</tr>
</tbody>
</table>

Figure 10.

Qualitative analysis of the results

A structured interview was conducted with the employees to elicit the interviewee’s perspective on the topic. This greatly helped the researcher to understand individual’s values, understandings, feelings and experiences in relation to the impact of the emotional intelligence training on their quality of work life.

15 individuals whose assessment’s revealed significant improvements were contacted for a personal interview in order to further validate the benefits of the emotional intelligence training on their quality of work life. The aim is to determine if the participant’s feel that the emotional intelligence learning programme has influenced their quality of work life in a positive way.

The increasing work pressures, globalization and technological advancement have made work-life balance an issue with both sexes. Life includes various pursuits like wealth, career, family, social obligation, spirituality, health etc. A perfect balance life for an employee needs a careful synchronization and juggling of the mentioned quests, and this juggling leaves the employee stressed. Most people in organizations today undergo emotions of crumbling trust, jarring uncertainty, stifled creativity, distance...
between managers and co-workers, and vanishing loyalty and commitment. Thus emotions play a vital role in our life. These emotions need to be well known and managed by reason. Emotional Intelligence is the conscious management of our own emotions. Its Knowledge and practice can provide personal and interpersonal benefits. Emotional Intelligence calls upon the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee and the organization as a whole. “Emotional intelligence is one of the few key characteristics that give rise to strategic leaders in organizations”. Emotional intelligence helps improve individual and organizational performance. It plays a significant role in the kind of work an employee produces, and the relationship a person enjoys within the organization and outside.

With the above frame work in mind the researcher conducted structured interviews. The interviews were audio-taped to increase validity and reliability. The tape-recordings were then turned into transcripts. The researcher also did content analysis to determine any themes in the data collected. The interview questions are provided in the appendix.

The following figure reflects the themes / answers provided by the employees. The respondents echoed and reflected the following framework.
Figure 11. Emotional intelligence framework

Conclusion

During the last two decades globalization process has altered the work environment drastically. Competitive pressures force professionals to become more productive. Rise in 365/24/7 global operations, coping with the time zones with more and more business emphasizing on round the clock customer services the concern for work life balance for employees has become essential. Works assigned to the employees in these sectors are time bound and employees keeping their targets and deadlines in mind work for long hours without considering their health and personal commitments. One of the many implications of the changes in the work environment is the imbalance experienced by the employees both men and women- in managing their work and domestic obligations.

Emotional intelligence is composed of intrapersonal intelligence and interpersonal intelligence. Intrapersonal intelligence is what we need for effective self-management. Interpersonal intelligence is
what we need for effective relationship management. Effective self-management plus effective relationship management leads to effective overall performance and stress free work place.

From the above frame work it is very evident that the employees who were contacted for the interview echoed that emotional intelligence training was very critical in educating them to be more aware of their emotions and thus be proactive in managing it. This has greatly helped them to create a positive environment where they enjoyed better relationships with their colleagues. They also mentioned that this training added value to their personal lives. Emotional intelligence amongst employees supported them to be more sensitive, compassionate and empathetic towards their colleagues which helped in decreasing the work stress and increasing productivity. All these collectively contributed to a better quality of work life where employees felt happy and valued.

The researcher was able to achieve his objectives through the above conducted study. Both qualitative and quantitative data analysis revealed that “Emotional intelligence” is an essential competency that needs to be developed amongst employees in today’s dynamic, contemporary work place. Training on emotional intelligence is critical in improving these competencies and developing an organization of emotionally intelligent employees.

Thus through the above research, emotional intelligence is identified as an essential skill for employees of contemporary organizations. Efforts towards improving the same is of paramount importance for both organizations and employees as it leads to betterment of professional and personal lives. This study has validated that training on emotional intelligence helps employees to improve their emotional competencies which lead to higher employee productivity, better employee relationships, improved decision making and low employee turnover. All the above contribute to better quality of work life.

Acknowledgement

I thank Bhagwan for being there for me all through my life and my career. I thank him for giving me good health and vision to complete this project on time.

I, Sandhya Vijayakumar, sincerely thank all my Gurus who have inspired me over the years to become a successful professional. I acknowledge and thank the everlasting love and support of my family members.

Many thanks are due to my guide, the ever smiling and encouraging and emotionally intelligent Regan Pieterse. He is a treasure trove of knowledge and I am extremely lucky to get his guidance in the midst of his busy and hectic schedule.

Last but not the least I would like to thank all the participants who patiently supported my research.

References


[27]. The Evolution of Emotional Intelligence [Online]. Available at International Journal of Business and Social Science Volume 8 Number 6 June 2017.
Employee Discipline Enhances Employee Engagement: An Affective Shift Model Perspective - A Literature Review

Article by Adamson Mukhalipi
PhD in Management – HR specialization
E-mail: adamsonmukhalipi@ymail.com

Abstract

**Purpose:** The purpose of this document is to propose that employee discipline be considered as a factor in employee engagement.

**Design/Methodology/Approach:** This conceptual review focuses on the research evidence showing the mediating role of employee discipline in enhancing employee engagement. The affective shift model helps us understand the relationship between employee discipline and employee engagement.

**Findings:** The author proposed that based on the affective shift model, employee discipline be considered as employee engagement and employee disengagement.

**Recommendations:** It is suggested that Human Resource Department should develop and put in place an engagement Plan targeting such employees to help them to quickly adjust and become productive and active, take part in decision making as they become committed in the realization of the organizational strategic objectives. Further, the author recommend that a detailed comparative study targeting both private and public organizations be conducted to assess the effect of discipline in enhancing employee engagement and also that an exploratory study be conducted to determine the effect of progressive discipline on employee engagement in organization.

**Originality/Value:** The author suggests that Human Resource Department should develop an engagement plan targeting disciplined employees with the view of helping them to quickly become productive and active, take part in decision making and become committed in the realization of the organizational strategic objectives.

**Keywords:** Employees, Discipline, Disengagement, Engagement, Commitment, Involvement.

Introduction

Globally there is a deal of interest in the concepts of employee engagement and employee performance (Ivan and Cary, 2009). During the past twenty (20) years, scholars in the psychology field have been researching engagement (Catherine, Rick Krestin, Amanda and Emma, 2013). However, it is only very recently that scholars in Human Resource Management have developed interest to the topic and this has led to the emergence of studies aimed at examining the implications of engagement (Catherine, Rick Krestin, Amanda and Emma, 2013) Further, Catherine, Rick Krestin, Amanda and Emma (2013) posit that studies aimed at analyzing engagement from labour process, critical management studies and collectivist standpoint have been developed (Jenkins and Delbridge, 2013). These studies have challenged the unitary assumptions which underpinned much of the extant research on engagement, located engagement within the broader setting of ongoing debates within HRM and organizational studies literature concerning structure, agency and the employment relationship (Truss et al, 2013).

It is from the above background that a lot of articles in engagement on the part of HRM which have been written and published (Catherine, Rick Krestin, Amanda and Emma, 2013) covering the following topics: Human Resource strategy and how it link to engagement, implications of engagement within the context of human resources development, employee engagement and job design, leadership and engagement, engagement’s cultural and psychological roots, engagement in the context of multinational corporations and employee engagement and collectivism (Catherine, Rick Krestin, Amanda and Emma, 2013).

However, whereas (Naval and Brij, 2015) explain that the social exchange and job characteristics theories depicts HR practices which result in a high level employee performance but very little has been
said on how employee discipline enhance employee engagement. Therefore, based on the affective shift model, this paper will explore how employee discipline enhance employee engagement. The article will define employee engagement, explain the drivers of employee engagement, employee disengagement, provide a brief explanation on the affective shift model and the mediation role of employee discipline in enhancing employee engagement or employee disengagement, definition of discipline will be given, type of discipline applied in organizations and how these impact on employee engagement or employee disengagement will also be discussed.

**Objectives & research methodology**

The article aims to establish an understanding how employee discipline enhance employee engagement with the help of literature review. Literature reviewed in this paper was sourced from the general internet searchers, text books, Disciplinary Codes and journals from open line publications.

**Limitations**

There are limitations to this review of the literature. Research was also limited to peer-reviewed business, organizational psychology, and management journals, online journals to identify the type of discipline applied at places of work and how it impacts on employee engagement based on the affective shift model with the help of review of literature.

**Literature review**

Onesmus and Muathe (2016) and Balakrishnan and Dr. Masthan (2013) state that employees are the most valuable resource organizations should possess. Globally there has been an increase in talent war and therefore each organization are ensuring that they attract the best talented employees and retain them. Organizations can acquire most asset similar to what the competitor has but could not cope with the skill and talent of the competitor (Balakrishnan and Dr. Masthan, 2013). The situation is now reaching an alarming level as organizations are targeting the same pool of talented and experienced employees across the world. Therefore, as Pandita and Bedarkar (2014) note the toughest challenge Chief Executive Officers (CEO), Human Resources and other business leaders of many organizations face is to ensure that when employees report for work, they execute their job, physically, mentally and emotionally (Onesmus and Muathe, 2016). This means that organizations must ensure that they have an engaged workforce at all times who are willing to contribute positively towards achieving their organizational goals and in turn attain the set objectives.

**Employee engagement**

Priya and Dr. Krishnaveni (2012) observe that the term employee engagement has attracted much attention in the business world with intensive marketing by HR firms. Despite, most websites, research papers, books and conferences give evidence to the availability of literature on employee engagement, rigorous research is still required (Luthans and Peterson, 2002; Cartwright and Holmes, 2006, Joo and Maclean, 2006). This gap has resulted in different interpretation of the term employee engagement by different scholars, consultants, and academic researchers. SABPP, Fact sheet, (2014) state that some of these definitions are conflicting each other. This lack of consensus in academic and consulting on the definition of employee engagement, on how to measure it, and how to develop programmes to improve it has led to lack of comparable benchmarking (SABPP, Fact sheet, 2014).

Nitin, (2007); Abdul, Rizwan, Muhammad and Ali, (2014) and Onesmus and Muathe, (2016) state that Kahn (1990) the employee engagement guru defines employee engagement as “the harnessing of organizational members to their respective work roles in order to get engaged, employ and express themselves physically, cognitively, and emotionally in their role performances” The key message from this definition is that an employee should be present at work both physically and emotionally. Further, Mrs. Priya and Dr. Krishnaveni (2012) and Onesmus and Muathe, (2016) state that the only study that empirically tested Kahn’s model, May et al (2004) found that there was a correlation between meaningfulness, safety and availability and engagement and also proved that psychological conditions affect employee engagement (See figure 1 below). The study also revealed that: job enrichment and role fit were positive predictors of meaningfulness; rewarding co-worker and supportive supervisor
relations were positive predictors of safety, however adherence to co-worker and supportive norms and self-consciousness were negative predictors (Kular et al, 2008).

Figure 1. Path-analytical framework of engagement (Adapted from May et al., 2014, p. 25)

Meere (2005) in (Abdul, Rizwan, Muhammad and Ali, 2014) describes three levels of engagement as follows: 1) Engaged-Employees are passionate with their work and are profoundly connected to the organization. They are innovative and steer the organization forward. 2) Not-engaged-employees report for work and participate but are not passionate about their work. 3) Disengaged-employees report for work but are unhappy to participate in any work. Meere (2005) postulates that disengaged – employees undermine the work of their colleagues time. This shows that employee engagement is an individual’s sense of purpose only evident to others in the display of personal initiative and effort directed towards the attainment of the organizational goals (Sathishkumar and Dr. Karthikeyan, 2014).

Gallup (2005) in Ologbo C. Andrew and Saudah (2012) submitted that the more employees became engaged, the more they helped an organization to attract more talented people while disengaged employees would cost an organization such as lower productivity, higher absenteeism, recruitment and training cost. This was also observed by Bates (2004) who noted that half of the United States workforce who were disengaged costed the country’s businesses a lot of productivity worth $300 billion annually.

Drivers of employee engagement

The Insights Group limited’s white paper, (2014), posit that sense of feeling valued and being involved in decision making, the employer’s concern for employee health and well-being are the biggest drivers for engagement. Rath and Harter (2010) in Anita (2014), emphasizes that workplace well-being drives employee engagement.

Maclead and Nita (2008) in their report to the UK government on the benefit of employee engagement and the potential benefits, revealed that visible empowering leadership, engaging managers, employee participation and integrity were key enablers of employee engagement. Similarly, Anita J. (2014) points out that effective leadership affects employee engagement.

Aon Hewitt model (as cited in Viktoria, 2014), defined and examined the following engagement drivers which are divided into six categories:

1. Work: Empowerment/Autonomy; employees feel they have accomplished their tasks.
2. People; Senior Leadership; Business Unit Leadership; Supervision; Collaboration.
3. Opportunities; Learning and development and also career progression.
4. Total Rewards; Brand/Reputation, Pay, Benefits; Recognition.
5. Company Practice; Communication, Diversity and Inclusion; Enabling Infrastructure; Performance Management; Customer Focus; creativity and innovative, talent management and Staffing.
6. Quality of Life; Job Security; Safety; Work/Life Balance.
Further, Anita (2014) (as cited in Viktoria, 2014), defined the following factors as facilitating employee engagement:

1. Work environment – such environment provides support for employees to focus on the job and conducive interpersonal relationship.
3. Team and co-worker – supportive and trusting interpersonal relationship promotes employee engagement.
4. Training and Career development – helps the employees to focus on work dimension.
5. Compensation – employees are motivated to achieve more by compensation or remuneration.
6. Organization policies – the extent to which employees are engaged is influenced by organization policies and procedures, structures and systems.

Employee disengagement

Sandeep et al, 2008 (as cited in Bates 2004 and Richman 2006) stipulate that research has established that the levels of employee engagement are on the decline and that this has resulted in a deepening disengagement among employees today. This is confirmed in a study conducted by Gallup Organization based on a large sample of the UK workforce (Buckingham 2001), which identified three discrete groups of employees namely; employees who are engaged, employees who are non-engaged and employees who are actively disengaged. The findings revealed that 63 per cent of sample are employees who are non-engaged. These employees were only engaged in doing what they were requested to do but were not bonded to the organization psychologically. Furthermore, such employees were instrumentally motivated; they could be tempted by other job offers from other organizations and attracted by financial incentives, but could be cynical about higher-order appeals to loyalty. 17 per cent of the sample, were engaged employees who are loyal, committed, productive and task-effective. On the other hand, 20 per cent of the sample, were employees who were actively disengaged employees, though they were physically present, but psychologically absent. These employees’ demonstrated behaviours and attitudes that was negative, un co-operative and even hostile.

Sandeep et al (2008), observes that the discussion on employee disengagement is often focused on the negative influence it has on the organization. Kahn (1990, p. 701) defined personal disengagement as the person’s preferred self-conscious withdrawal and defense in behaviors that resulting in lack of physical, cognitive and emotional connection.

Further, Sandeep et al (2008) suggests that disengaged employees are not enthusiastic; they do not want to spend extra effort and do not believe in team work. Therefore, these employees with reduced engagement level, lack curiosity about their organization as they are not even interested the role the play in the organization. They exhibit poor interpersonal relationship towards their colleagues and managers (Wellins and Concelman 2005).

Similarly, Branham (2005, p. 4) posit that disengaged workers negatively influence morale and revenues of the organization; they often cause trouble, complain, and have accidents. Such employees bad mouth the organization and do not speak and treat customers well as their negative behavior affects client satisfaction and organizations end up losing the clients (Vajda and SpiritHeart 2008).

Sandy (2016) state that the Gallup researchers noted that actively disengaged employees cost American companies an estimated $300 billion annually in the lost productivity. Disengaged employees usually actively express their unhappy feelings openly and their negative influence affect other team members and destroy achievements of engaged workmates (Gallup 2006). Disengaged employees are not connected to their job and are less efficient and less loyal to the organizations, they are also less not satisfied with their lives, and are worry more on job insecurity and experience stress more than their job than co-workers (Gallup 2001).

Reasons why people disengage and quit

Based on the findings of Kahn (1990, pp. 702–717), Branham (2005, pp.12–13), and Pech and Slade (2006, p. 24), Sandeep et al, 2008 suggest that it is possible to determine the potential sources or causes of employee disengagement and categorize them in the following groups:
External environment causes, these are external challenges faced for employees, such as; unions or shareholders instability and insecurity arising from government, or possible opportunities, an unexpected job offer from outside, and so on;

Psychological causes and sources, lack of psychological; meaningfulness and safety at work, lack of identification with an organization, lack of trust, a sense of being undervalued, perceived inequities in terms of pay and performance, unrealized dreams, anxiety, stress and disinterest, etc.

Organizational causes, such as organizational restructuring, inadequate cultural norms, policies and practices, transformational changes, traditions, (racial discrimination, unethical actions, unreasonable enforcement of authority, sexual harassment, etc.), overgrown bureaucracy, bad working conditions, leadership and poor management, low standards, lack of resources, and work complexity, etc.

Other sources, for example, employee’s substance abuse and illness, low standards, laziness, competency issues, poor interpersonal relationships leading to conflicts, etc.

Findings of Unpublished Saratoga Institute research showed that initiators of people’s disengagement at work were an indication that they would want to quit the organization.

According to the research results, 35% of employees quit due to insufficient leadership characteristics, 49% due to organizational environment, and 11% due to job characteristics. Only 5% due to unavoidable reasons which included retirement, birth of a child, family issues, and so on. (Branham 2005, p. 24).

Negative influence of disengagement

Organizations should pay attention to employees who are disengaged, because they have great impact on their co-workers and their employer, just as employees who are engaged. Disengaged employees exhibit negative feelings and also experience health problems more often than engaged employees; they also transfer negative emotions to other employees hence influencing their behavior (Bakker and Demerouti, 2008). Disengaged employees do not satisfy their customers in terms of meeting the customer’s needs and wants and their work output is lower than that of engaged employees (Towers Perrin 2003). Disengaged employees are more prone to accidents at work than engaged employees (Harter, Schmidt, Killham, and Asplund 2006, p. 28).

Further, disengaged employees do not recommend their company as a nice place to work for and do not recommend any of the company’s products or services to others (Baumruk 2004, p. 49), they are not innovative and creative, and do not openly share new ideas with co-workers (Krueger and Killham 2007). Disengaged employees are neither satisfied or committed to their job and are likely to leave the organization any time (Saks 2006, p. 615). Branham (2005), says that such employees tend to absent themselves, exhibit tardiness or signs of withdrawal from the job or increased negativity. Similarly, (Pech and Slade, 2006) state that low morale, lack of energy, mistakes and lack of attachment to the job as symptoms of disengaged employees.

The affective shift model

Branham (2005), says that such employees tend to absent themselves, exhibit tardiness or signs of withdrawal from the job or increased negativity. This clearly shows that employee disengagement is real. Wilmar Schaufeli, (2013), observes that engagement waxes and wanes as a person moves through the working day, shifting from one task to another and being exposed to various kinds of events during the day (Sonntentag, Dormann and Demerouti, 2010). The affective shift model which is based on the assumption that both positive and negative affect have important functions for engagement and helps in understanding the engagement waxes and wanes.

This Affective Shift Model proposes that a core mechanism underlying the emergence of high engagement is as a result of the shift from negative to positive affect. Negative affect has motivating potential, meaning that it signals that things are not going well and that action should be taken. Subsequent effort then releases this motivating potential of negative affect and a shift towards a positive affective state occurs. Engagement is most likely to result when this up-regulation of positive affect is accompanied by a simultaneous down regulation of negative affect. So it is the dynamic interplay of positive and negative affect at work that produces work engagement. Bledlow et al. (2011) followed a group of 55 German ICT professionals for two weeks and demonstrated that – as predicted by their
affective shift model – moving from negative events with negative mood to high-positive mood with high engagement. Although so far only one study has tested the affective shift model, the results are encouraging for explaining the dynamic nature of work engagement.

**Discipline**

Chris Vaden (2004), state that Discipline in an organization ensures productivity and efficiency. Further, discipline encourages harmony, co-operation among employees and boosts morale among for the employees. However, Fenley (1998) argues that management of workplace discipline remains a key problem in employee relations, and is one of the most discernible sources of conflict at work. Decenzo and Robbins (1999) define discipline as the organizational conditions in which employees align to organization’s rules and standards of acceptable behavior. Redeker (1983) mention that discipline aims to create and maintain mutual respect and trust between management and the employees. He further notes that discipline could be a cost to the company in a long run if it is not well managed and these costs would include; lost time in preparing or attending court cases, legal costs, reduced productivity levels and increased expenses associated with replacing staff being disciplined. In order to determine the possible approaches in managing employee discipline at the workplace in order to enhance good corporate performance, Vonai, (2013) conducted a theoretical analysis of the types of disciplines that she felt could be incorporated by an organization without infringing on employee motivation and performance. The study concluded that most organizations and managers are under pressure from their superiors, competitors, customer care, and financial constraints and client demand, which results in taking disciplinary action on erring employees. Further, she notes that the way organizations handle disciplinary issues may have a bearing on employee behavior and attitude. She stresses that for any organization, employees are the first stake holders that should be given attention by management and treated like the best customer before attending to their customers’ demands and meet other external requirements. Therefore, based on the punitive, corrective, revisionist and the metaphorical models of discipline, it was suggested that the disciplinary model management applies must not be disruptive to the employees’ motivation and commitment (See Chat 4.1 below). These views are supported by Fenley (1998) who stated that there are four models or theoretical approaches to discipline which are punitive, corrective, revisionist and metaphorical models. The analysis of different disciplinary approaches, pointed to the need for organizations to make discipline a corrective mechanism, and not a punishment tool.

**Discussion**

**Affective shift model, employee discipline and employee engagement**

It has already been noted above that the affective shift model proposes a core mechanism underlying the emergence of high engagement which is a shift from negative to positive affect. Negative affect has motivating potential, meaning that it signals that things are not going well and that action should be taken so that the positive affect is realized. Therefore, more effort is applied to shift negative affect towards a positive affective state to produce positive results.

Applying the Affective Shift model when dealing with disengaged employees who are not satisfied, not committed to the task, absent themselves at will, and have an intention to leave their organization (Saks 2006, p. 615) or do not market their company as a place to work for to their friends and less often recommend the products or services produced or offered by their organization (Baumruk 2004, p. 49), such employees are not innovative and are not willing to contribute or share any new ideas with co-workers (Krueger and Killham 2007). This therefore signals that things are not going well and that an action is needed. To address this, management in most public and private organizations resort to taking disciplinary measures against such employees with the view to improving productivity and efficiency levels of such employees. It is expected that after being disciplined, employees’ behavior would shift from negative to positive affect.

Therefore, a review of the effect of the Punitive and Corrective Model in disciplining erring employee who are disengaged to determine whether disciplinary action would shift employee’s negative behavior to positive affect as suggested by the Affective Shift Model is discussed below:
Application of discipline in line with the punitive model

First and foremost, applying the Punitive Model in disciplining erring employees considers management as being “hard” in that management is willing and able to exercise prerogatives with little interference from trade unions and without substantial regard to the law or outside agencies (Fenley, 1998). Fenley, (1998) observes that management uses punitive discipline to deter other employees from committing similar offences. Organizations and managers that apply this model, believe that employees are expected to obey rules because of fear of being punished which would ensue if they breached any of the rules or any clause of the disciplinary code. Fenley (1998) observes that the Punitive Model neglects the educational possibilities of a disciplinary policy in training employees to obey rules and as such adjudication by management is in most of the case prompt and final; dismissal take place without specific warning. Countervailing considerations such as effective union representation, legal, arbitrarily, and procedural rights would be marginal and of little consequence. The negative effect of this model is that it produces undesirable side effects in terms of worker resentment against the employer either through overt conflict or through other potential sources of disruption to work (Fenley, 1998). This may breed unnecessary tension in various units of an organization with employees spending more of their time focusing on non-productive issues. Therefore, the application of discipline in line with the punitive model does not show that a disengaged employee shifts from negative to positive in order to become an engaged employee as suggested by the Affective Shift Model. Instead, the employee becomes more disengaged as he or she serves suspension or accepts his or her dismissal from employment on disciplinary grounds. This is contrary to the general view held by Anita, 2014, who states that the extent to which employees are engaged is influenced by organization policies and procedures, structures and systems.

Application of discipline in line with the corrective model

On the other hand, applying the Corrective Model in disciplining erring employees foster self-discipline, action on the employer’s part is designed to correct the individual rather than punish or instill fear. This model requires that Management communicates rules to all employees and that employees should accept rules and penalties which are designed to be applied fairly and consistently. The Code of Conduct and employment disciplinary code are used to create awareness among employees about certain behaviors which would lead to misconduct. Except in cases of gross misconduct, dismissals do not take place unless an employee is accorded an opportunity to modify his or her behavior. Therefore, adequate times are given as an opportunity for the employee to improve before a dismissal takes place, and lesser penalties for initial infractions (Fenley, 1998). The principles of “natural justice” are strictly observed and as such accused persons are accorded an opportunity to be heard, the right to be accompanied with a representative, the right of appeal, to question the facts as presented and the right to present a defense (Fenley, 1998). Therefore, the corrective model aims to establish whether rules or orders are reasonably related to the efficient and safe operation of company business. Further, management examines the degree of rule infraction, the employee’s intent, his or her knowledge of the rule or standard, whether or not he or she made an honest mistake, and the personal impact of disciplinary action. Management also considers the employee’s past service, his or her work and disciplinary record and psychological state. Since this model is based on the assumption that employees are willing to abide by well-established and equitable standards of behavior, application of discipline in line with the corrective model does shift the disengaged employee to become an engaged employee as suggested by the Affective Shift Model. This is supported by the general view held by Anita, 2014, that the extent to which employees are engaged is influenced by organization policies and procedures, structures and systems.

A review of the Disciplinary Code at Mopani Copper Mines Plc-Zambia revealed that both Corrective and Punitive Models are applied in administering discipline to erring employees (See Table 5.1 below).

The table shows that Category 1 offences most often are in line with the Corrective Model and Categories 2 and 3 offences most often are in line with the Punitive Model in that erring employees are placed on Severe Warning or Final Warning with suspension or summarily dismissed for committing Category 2 offences or are just summarily dismissed for committing Category 3 offences. However, a
strange pattern depicted by Table 5.1 is that very few cases are considered under the Corrective Model and majority of the cases fall under Punitive Model.

Although a disciplinary code must be both just and uniformly administered to ensure that all individuals are treated in a fair and consistent manner, very little or nothing has been said on how the application of discipline either under punitive or corrective model at workplaces, result in enhancing employee engagement.

**Table 5.1.** Disciplinary models and penalties in administering discipline

<table>
<thead>
<tr>
<th>Corrective Model</th>
<th>Punitive Model</th>
<th>Category 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1</td>
<td>Category 2</td>
<td>Category 3</td>
</tr>
<tr>
<td>a) Poor Time Keeping: reporting late for work, leaving work place early, loafing on duty, extended or unauthorised breaks during working hours etc.</td>
<td>a) Absenteeism - Absence from work without permission, for the whole or part of the shift.</td>
<td>j) Willful loss/Damage to Company property</td>
</tr>
<tr>
<td>b) Substandard/ Poor Work Performance</td>
<td>b) Abuse of Authority</td>
<td>k) At risk Behaviour:</td>
</tr>
<tr>
<td>c) At risk Behaviour: Unintentional lapse causing minor breach of safety standards or SafeWork procedure that creates a hazard or injures another person but not likely to result in a Return to Work Injury (RWI) or Lost Time Injury (LTI)</td>
<td>c) Insubordination</td>
<td>(1) Sleeping on Duty</td>
</tr>
<tr>
<td></td>
<td>d) Inefficiency</td>
<td>(2) Deliberate and intentional breach of Health and Safety Standards.</td>
</tr>
<tr>
<td></td>
<td>f) Abusive Language</td>
<td>(4) Breach of safety standards likely to result in permanent injury or fatality.</td>
</tr>
<tr>
<td></td>
<td>g) Refusing or Failure to Obey/Carry out Lawful</td>
<td>l) Absenteeism of ten (10) consecutive days</td>
</tr>
<tr>
<td></td>
<td>h) Non Compliance with Established Procedures /Standing Instructions</td>
<td>m) Unauthorised removal or possession of property belonging to the Company or contractor or another person.</td>
</tr>
<tr>
<td></td>
<td>i) At risk Behaviour and related SafeWork violations:</td>
<td>n) Aiding and abetting unauthorised removal of property as in (d) above.</td>
</tr>
<tr>
<td></td>
<td>(1) Repeated breaches of Category 1 Unsafe acts</td>
<td>o) Unethical Business Conduct:</td>
</tr>
<tr>
<td></td>
<td>(2) Breach of safety standards that was not wilful but could result in RWI or LTI but not resulting into permanent injury.</td>
<td>(i) Failing to account for Company property</td>
</tr>
<tr>
<td></td>
<td>Unintentional / minor violations of Fatal Hazard Protocols and Life Saving behaviours.</td>
<td>(ii) Forgery, falsifying and uttering:</td>
</tr>
<tr>
<td></td>
<td>(3) Reporting for work or Entering/or Attempting to enter the Plant and Works area under the influence of alcohol with readings between 1mg%BAC and 10mg%BAC inclusive.</td>
<td>(iii) False Evidence</td>
</tr>
<tr>
<td></td>
<td>(4) Not wearing a seat belt whilst driving a Company vehicle/equipment.</td>
<td>(iv) Fraud: Gaining or attempting to gain an advantage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(v) Corruption</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(vi) Missapropriation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(vii) Breach or repudiation of contractual obligations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1) Unauthorised disclo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2) Concealing of information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(3) Deliberate breach or aiding and abetting a breach of procedures for personal gain or selfish interest.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(g) Disorderly behaviour and related offences such as fighting/riotous behaviour, horse play,</td>
</tr>
</tbody>
</table>
progressive employee organizations realization adjust targeting after take (disengaged hand, disciplining employees exhibited supervisors Disengaged organization.

Source: MCM disciplinary code and grievance procedure for staff (2016).

**Concluding remarks**

It has been learnt that engaged-employees work with passion and feel a profound connection to their organization. These employees drive innovation and move the organization forward. On the other hand, Disengaged-employees are unhappy at work, absent themselves and exhibit negative behavior towards supervisors, co-workers and customers. Therefore, based on the affective shift model, the behavior exhibited by the disengaged employees need to be corrected in order to shift such behavior from negative to positive affect. This correction is done through disciplinary action taken against such employees by managers. However, it has been noted that organizations that follow Punitive Model in disciplining erring employees (disengaged employees), produce more disengaged employees. On other hand, organizations that confine to Corrective Model as a way of disciplining erring employees (disengaged employees), produces engaged employees.

Close review of literature, show that a gap exists in the current role of HR practitioners who do not take an active role in helping employees disciplined through punitive model to be re-engaged on time after being disciplined.

Therefore, it is suggested that Human Resource Department should develop an Engagement Plan targeting employees disciplined through the punitive model with the view of helping them to quickly adjust, become productive and active, take part in decision making and become committed in the realization of the organizational strategic objectives.

Further, the author recommend that a detailed comparative study targeting both private and public organizations be conducted to assess the effect of discipline in enhancing employee engagement or employee disengagement and also that an exploratory study be conducted to determine the effect of progressive discipline on employee engagement or employee disengagement in organizations.
References

[15]. Elena Heikkeri (2010), Roots and Consequences of the Employee Disengagement Phenomenon, Saimaa University of Applied Sciences, Lappeenranta.
[34]. Viktoria, Ali Taha (2014), ‘Conceptualization and overview of current researches on employee engagement’ Economy and Society Environment, Faculty of Management, University of Pres’ov.
An Overview of the Relationship between Total Quality Management and Employee Performance in a Selected Nigerian Company

Article by Omede Solomon Abdul
Management, Texila American University
E-mail: pharmabdul2005@yahoo.com

Abstract

The ever increasing demand of customers and the challenges of globalization put a lot of pressure on companies worldwide to adopt proven frameworks for organizational excellence. As a result, Nigerian companies today are implementing Total Quality Management (TQM) System. The objective of this study is to establish a relationship between total quality management and organizational performance using a manufacturing company in Nigeria. Twenty five (25) carefully framed questionnaires were sent out to the study population and 13 were returned in usable form. The Chi Square method of statistics was used to test the four formulated hypothesis. The findings showed a significant relationship between total quality management and organizational performance, between TQM and defect prevention and perception errors, between the success of TQM and perception of organizational members, between TQM and effective management of resistance to change. This study recommends that organizational management provide enabling environment to implement TQM systems. The study concludes that a major strategy for achieving high quality is TQM with a good management system for continuous improvements that rely heavily on employee involvement.

Keywords: Defect Prevention, Globalization, Organizational Challenges, Organizational Performance and Total Quality Management.

Introduction

Background

Total Quality Management (TQM) is a business management strategy aimed at building an awareness of quality in all the organizational processes. It has been widely used in the manufacturing and service industries (Wikipedia, 2009). It is a management approach centred on quality, based on the participation of all team members and aimed at long term success through customer satisfaction. It involves making constant effort to identify customer needs and working out a strategy to cater for them. TQM is based on a culture of continuous improvement as a by-product of continuous learning and adaptation to changes in consumer demand or operational methods. TQM requires that organizations maintain quality standard in all aspects of its business by insisting that things are done right the first time and that defects/wastes are totally removed from operations. Modern business environment demands that managers plan strategically to maintain a competitive edge. Management experts have noted severally that although TQM should result in high quality products/services it sometimes does not due to improper planning, lack of a clearly defined benchmark, poor process reengineering, poor knowledge management, un-anticipated cultural change, poor process evaluation, etc.

In this particular study attempt is been made to examine the relationship if any between total quality management systems and employee performance in a Nigerian manufacturing company.

Statement of the problem

Many organizations implementing TQM in Nigeria do not appreciate the need to involve the employees at the planning stages. Consequently these companies do not derive full benefits from implementing the TQM system as employees in most cases do not clearly understand the details of the processes. This study therefore attempts to seek an answer to the question; “How could the management in a Nigerian organization implementing TQM maximize the roles of the employees so that the framework can deliver the best outcomes?”
Purpose of study

Implementing TQM successfully requires that top management, who plans, controls, directs and implements the system should have a good knowledge of it and must properly involve the employees at the planning stages. This will enable all stakeholders to be committed to the goals of the TQM.

The objectives of this study therefore include:
1. Assessing the effectiveness of Total Quality Management as a planned competitive approach to increasing organization performance in Nigeria.
2. Assessing the extent of involvement of employees in the planning and successful implementation of the TQM process in a Nigerian company.
3. Outlines key aspects of implementation of organizational change which may enable the employee to more thoroughly and successfully participate in TQM processes in selected Nigerian company.
4. Identification of areas that needs improvement so that Nigerian companies can take better advantage of the strategic decisions involved in implementing TQM.

Research questions

The following research questions were raised:-
1. Is there a significant relationship between total quality management and organizational performance?
2. Is there a significant relationship between TQM and defect prevention or defect detection errors?
3. Is there a significant relationship between the success of TQM and perception of organization members?
4. Does employee involvement at the planning stages really matter in TQM processes?

Relevance of study

With the increasing trend in globalization, a number of Nigerian companies are seeking certification of their quality management system.

It has therefore become more expedient that company management understand better the requirements of TQM and the best practices in its implementation.

This study is therefore relevant in the following areas:
- Identification of areas of weakness in the implementation of TQM in Nigerian companies
- Identification of ideas that will promote a better understanding and implementation of TQM.
- Generating a basis for further study of issues related to total quality management amongst others.

Scope of study

This study has been limited by time and resources. Consequently the study is limited to, (a) the issue of impact of TQM on a Nigerian company. (b) Level of employee involvement in TQM processes. (c) Commitment of top management to TQM in Nigeria. (d) Communication of the benefit of quality to employees in a manufacturing firm.

Literature review

The concept of total quality management (TQM)

Total Quality Management (TQM) is a strategy that embodies the belief that the management process must focus on integrating the customer – driven quality throughout an organization (Stah, 2002). TQM stresses continuous improvement of product quality and service delivery while taking into cognizance the reality that in order to achieve this goal, employee relations needs to be equally addressed, as the customer cannot get the satisfactory service delivery from ill-motivated employees (Lewis, 2004). Chaudron (2008) asserts that for substantive change to occur, there must be changes in organization’s political system, decision making processes and power bases. Carter (2003) asserts that TQM is a preventive, proactive approach to doing business and as such it reflects strategic leadership, common sense, data driven approaches to problem solving and decision making, employee involvement and sound management practice. Lawal (2006) suggests that TQM is 90% attitude, specifically the attitude
of listening to customers. Choppins (2005) observed that success with TQM may stem from developing a unique TQM model which reflects the business ethics and purpose of business so that distress would be minimized to the barest minimum. Organizations with TQM strategy see their business through the eyes of their customers and clients and then measure their organization’s performance against customer/client expectations (Fran, 2002).

**Expectations of total quality management (TQM)**

A decentralization of decision making responsibility to well-trained problem solving labour force, that is, it provides an avenue for the employees of an organization to participate in decision making about how the business operates and this can further improve relationships, develop trust and confidence as well as facilitate co-operative activity (Druker 2008). A combined emphasis on both incremental continuous total quality improvement and break through strategies, because TQM as a strategy encourages the employees to improve operating effectiveness as employees work in a common direction and thus, foster a change in management style and culture (Fullan, 2003). A linkage of reward and measurement systems, both formal and informal, to support these new directions, because TQM builds in the employee the ability to solve problems to be able to align to his/her personal needs, wants and desires with that of the organization (Green et al, 2003). TQM should be goal oriented and driven by results. Employees should not be allowed to perceive TQM as a top management issue that is only concerned about product quality and customer taste.

**The role of employees in implementing TQM strategies in organizations**

People can be better managed to embrace TQM by institutionalizing TQM organizational culture in the employees, so as to be able to deliver quality products and services to customers, Collinson et al (2003). Making adequate use of quality improvement teams and empowering employees to solve quality-related issues using such tools as AMO (Ability, Motivation & Opportunity) as exemplified in the work of Purcell et al (2003) can serve as a leverage for the administration of a TQM system. Better feeling of job security was key element in encouraging acceptance of quality initiatives.

Another salient issue is effective communication with the employees, which is buttressed by the views of Machin J. L. J. (1980) with regards to the development of a communication improvement programme that enables top managers to work at the improvement of their own communication. This programme enables top managers to be able to deal with the complexities of the communication channels in the workplace. Closely related to communication is the need to have a well-defined organisational chart. They are useful in defining lines of controls and responsibility which is a useful input in the total quality planning process.

**Implementation of TQM principles and processes**

The first step in TQM implementation is to assess the organization’s current reality on performance. Essential areas to look at include both micro and macro environments. The former has to do with the internal environment while the latter is the external environment. Internally you look at the leadership and employees level of readiness, their capacities and mental state. Externally you look at the standards and competitor activities. The perceptions and attitudes

It is evident from this review that employees of organizations are the most important variable in implementing a total quality management system, as they anchor procedures needed in actualizing the goal of meeting customers’ requirements, consistently.

**Research methodology and design**

**Introduction**

This chapter discusses the procedures and strategies employed by the researcher to carry out the study. It consists of the samples and sampling techniques and method of analysis.

This study has used an evaluation type approach with the objective to ascertain how well a company perform in the measured variables. The sample population are employees of a company in Nigeria that is implementing Total Quality Management System.
The research variable include knowledge of TQM, role of employees in TQM implementation and top management commitment to TQM processes.

The study sample

The study was carried out in two parts: the first being an observation of top managers in the organization with emphasis on how they respond to instructions on best practices in implementing change. The second phase involves the administration of a questionnaire to a convenience/accidental sample of top managers/employees in the selected companies (Appendix 1). The subjects were chosen based on availability. The sampling was based on readiness to give response within the very short time available to obtain the feedback.

Research instrument

A questionnaire was used to collect information for the study. The questionnaire was structured into three sections:

**Section A: Personal and Company data:** was designed to capture respondents’ personal data with respect to current job title, years of experience as employee, number of Quality Management System training attended and the providers of such training. Questions 1-6 of this Section were designed to capture direct responses; Questions 7-8 were objective type (multiple choices) test while Question 9 was a Yes or No type.

**Section B: General knowledge of TQM:**- Was designed to capture respondent’s source of information regarding TQM and uses a simple short essay to determine respondents’ understanding of the reason why their company’s top management decided to implement TQM.

In **Section C: Evaluation of roles**, respondents were asked to evaluate their collective roles as managers/employees in implementing TQM using a Likert 5-point measurement system. The items in this section seek to evaluate the notion and perception of respondents of their organization in following areas:

1. Ensuring that the actions necessary to achieve planned results and the continual improvement of the company’s processes are implemented
2. Ensuring that documents used in our quality system are controlled
3. Contributions toward the definition of the quality policy
4. Total Quality Management policy communication to employees
5. Top management commitment to the TQM implementation process
6. Line management equal commitment to TQM implementation
7. Measurement of customer satisfaction in the last one year
8. How the company’s internal structure affects the way the quality management system operates
9. Provision of resources needed to implement the Total Quality Management System
10. Removal of factors that tend to de-motivate employee in the work place
11. How the organization is structured
12. Evaluation of the effectiveness of the actions taken to develop personnel competence
13. Provision of training after a training needs assessment has been done
14. Improvement of product planning process after TQM implementation began
15. Development of competency in the use of statistical techniques in the monitoring, measurement, analysis and improvement of products and processes

Subjects were required to indicate how they perceived their collective roles as managers/employees implementing TQM. They were to score each criteria using a range of 1-5, where a score of 1 meant, very poor, a Score of 2 as being poor, a score of 3 as being fair and a score of 4 as good while 5 indicated very good.
Sources of data

The data for this work was collected, from questionnaires administered to managers/employees in a selected manufacturing firm in Lagos, Nigeria. The company has been certified for conformance to ISO 9001 and has been implementing TQM systems for more than two years.

Data collection

The researcher, through conscious and concerted efforts, personally distributed the questionnaires by hand to the employees. The responses were obtained as soon as they were completed in the researcher’s presence. Any clarification was provided by the researcher.

Test of Validity

To ensure content validity of the instrument, items capable of measuring the different variables were drawn in line with the research questions. The contents of the questionnaires were discussed with a sample of the respondents to ascertain relevance and adequacy.

Methods of data analysis

Items on the questionnaire were structured in three different forms. Responses to Questions 4-9 of Section A were analysed qualitatively using simple statistics as mean percentages. Also Questions 1 and 2 of Section D were analysed qualitatively using simple statistics as, mean percentages. Items on Section C were structured on the Likert method of five alternatives, Poor (1), Fair (2), Good (3), Very Good (4) and Excellent (5).

The respondents were asked to indicate their suitable alternatives from the five-point scale. The questions were evaluation-rating type.

The mean rating for each item was analysed as the rating for the employees in the firm for the particular criteria.

The only constraint encountered in data collection was the difficulty in reaching some employees at the time of administering the questionnaire.

Analysis, interpretation and discussion of findings

Introduction

This chapter presents the analysis of the data obtained from the questionnaire administered on the respondents. Each questionnaire was randomly numbered since the names of the respondents were not captured. In all responses from 13 subjects were used in the study.

The following tables represent the responses to the questionnaire

Measure of TQM information

<table>
<thead>
<tr>
<th>Source of information</th>
<th>No of listing</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training ins attendance</td>
<td>5</td>
<td>38.46</td>
</tr>
<tr>
<td>Internet websites</td>
<td>2</td>
<td>15.38</td>
</tr>
<tr>
<td>Reading books and journals</td>
<td>2</td>
<td>15.38</td>
</tr>
<tr>
<td>Newspapers and other mass media</td>
<td>1</td>
<td>7.69</td>
</tr>
<tr>
<td>Interactions with management and colleagues</td>
<td>1</td>
<td>7.69</td>
</tr>
<tr>
<td>System documentation</td>
<td>1</td>
<td>7.69</td>
</tr>
<tr>
<td>TQM Standard –Requirements</td>
<td>1</td>
<td>7.69</td>
</tr>
</tbody>
</table>

Though an organization may engage a consultant in its bid to implement TQM, there are yet various sources of useful information on TQM. This information could go a long way in expanding the benefits that a firm could derive from the implementation of the standard.

From Table 1, it is clear that training provides the commonest source of information (38.48%), Internet websites (15.38%), books and journals (15.38%), newspapers (7.69%), interactions with
management and colleagues (7.69%), System documentation (7.69%) and the ISO 9001 standard (6.69%).

The role of training is once again highlighted by the trend. The impact of emerging technology especially the Internet is noted. Incidentally, the subjects from this firm which has a high number of years in TQM implementation were actively engaged in the use of Internet as well as reading of appropriate books and journal in sourcing information on Quality Management System.

Newspapers and other media accounted for 7.69%, which is remarkable especially since the media is primarily dedicated to news and information that may not offer technical advantage. The use of newspapers was more common among managers.

Interestingly, 7.69% of the respondents use the standard as a source of information on the requirements of TQM. The inference is that many managers may not have a global picture of the standard’s requirement and consequently may not be totally committed and dedicated to those processes they own.

**Reasons for implementing TQM**

<table>
<thead>
<tr>
<th>Reasons for implementing TQM</th>
<th>No of listing</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing purposes-to enhance sales/improve customers perception</td>
<td>6</td>
<td>46.2</td>
</tr>
<tr>
<td>Improve Productivity</td>
<td>5</td>
<td>38.5</td>
</tr>
<tr>
<td>Standardization of processes and procedures</td>
<td>2</td>
<td>15.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The main reason companies implement a Quality Management System such as TQM is to ensure that every time a process is performed the same information, methods, skills and controls are used and applied in a consistent manner. This normally will deliver products and services that meet customers’ requirement. Every other derivable from implementation of TQM systems must be seen to emanate from having systems that deliver the right products and services.

From Table 2, a large number (46.2%) of the subjects said companies implement TQM for marketing related purposes – increasing sales and customer’s appeal. While making good products and services will ultimately increase sale it is important to note that the emphasis is on the system that delivers the product. From practice, the researcher has experience situation where firms paying consultant fess to facilitate their TQM certification process are unable to provide basic resources that will facilitate product delivery. Only 15% of the respondents have a clear understanding of the reason companies implement TQM.

**Evaluation of employees’ role in companies implementing TQM**

The managers rating of how well certain criteria are implemented is used as a basis of evaluating their roles on a Likert-5 point’s scale. The perceptions of the 13 subjects’ are as shown below:

<table>
<thead>
<tr>
<th>S/N</th>
<th>Particulars</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>AV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>How well we have ensured that the actions necessary to achieve planned results and the continual improvement of the company’s processes are implemented</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>2.</td>
<td>How well we have ensured that documents used in our quality system are controlled</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>How well we have contributed towards the definition of the quality policy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>5</td>
</tr>
</tbody>
</table>
From Table 3, it is evident implementing TQM helps an organization to set up the actions necessary to achieve planned results and the continual improvement of the company’s processes which are critical to meeting customers requirement.

The managers are also effective communicating the quality policy and other quality programmes. Essentially, they were involved in establishing the quality policies.

Areas of weakness were not easily discerned because of the statistics used. The researcher has not compared the differences in scores because of the duration of TQM implementation. It would also be interesting to compare scores of managers in these criteria against those who are working in organizations not implementing TQM.

**Summary, conclusions and recommendations**

**Summary of findings**

From the findings of this study it can be appreciated that companies that implement TQM are able to improve their processes by defining a quality policy and getting it communicated to employees. As part of the implementation process companies engage consultants and these professionals are major providers of Quality Management System training in addition to facilitating the development of documents amongst others.

Training was found to help in developing competencies to run processes and procedures that deliver customer’s needs, but incidentally, the number of trainings attended was not a function of how long an
employee had been a manager. In such instances employees who had worked in other firms implementing TQM had attended more TQM training than more experienced managers in the companies under study.

Apart from training, Internet search and the reading of books and journals provides the highest means of obtaining information on Quality Management System implementation. Unfortunately, only a few managers actually bother to read the contents of the TQM standard itself.

From this work, it is also revealed that managers do not have a unified opinion of the reason why companies implement TQM. The benefits derivable from enhanced perception at the marketplace seem to be widely accepted as reasons for implementing TQM.

In rating the manager roles collectively, areas of strength include setting up the system and communicating policies to employees. Areas of weakness include not been able to sufficiently remove factors that de-motivates employees and low level in the use of statistical techniques.

In all, Nigerian managers are on track in their roles in implementing TQM but could further maximise the benefits their companies get by increasing their working knowledge of the standard and striving to obtain total ownership of the system by the management team and employees alike. It is also necessary that managers learn to use statistical tools in improving their process and products quality.

Implications for further research

The researcher believes that this study has some tremendous implications.

These include the following:

Firstly, it sets a basis for interest for other researchers to work on how quality management systems work in Nigeria. A particular research thought could be the Nigeria factor in the certification process. It also provides an opportunity to research on how top management commitment to TQM approaches as many companies line in for certification.

Secondly, it provides opportunity for curriculum planners in tertiary institutions to develop new professional courses in Quality Management Systems as operates in many developed nations.

Conclusions

The data collected, collated, analysed and interpreted showed that implementing TQM is a good strategic decision, but it should be taken for what it is – creating a system that delivers products and services that meet customers’ needs through employee performance.

Managers/employees in Nigerian companies must enhance their knowledge of the concept and principle involved in Total Quality Management System. This could be done by reading appropriate textbooks and journals as well as taking advantage of the opportunities available on the Internet. The right training should be identified, developed and conducted for all managers and employees.

Recommendation

The researcher makes the following recommendation based on the outcome of this work and experience gained in the field helping organization develop TQM.

1. Managers should seek further training and education on Total Quality Management
2. Top management of Nigeria companies should begin to see the real reason for TQM implementation and thus provide the required resources to develop the their quality management system
3. Managers should remove all factors that de-motivates employees so that their systems could work better
4. Educational institutions should develop new courses in Total Quality Management System to help develop local manpower necessary for national development

Suggestion for further research

This work has been based on a firm in Nigeria, with about 146 companies already certified in the country, opportunities for further research is evident in the following areas:

1. Measurement of contribution derived from certification of companies
2. Evaluation of the role of consultants in the TQM implementation process
3. The extent of developing systems that are ready for additional intervention e.g., introduction off Total Quality Management, Six-sigma and Excellence –Models (Malcolm Baldrige Quality Awards, Deming Prize etc.)

Acknowledgment

In writing this capstone project I have had to recount my experiences with Sylvia Subhashiini, Preetha and Kaushika, while contemplating on enrolling for the program and my late friend, Mr. Cletus Musa with whom I kept on discussing the need to obtain a PhD and have it written as part of our epitaph. I remain very grateful too to my wife, Mrs. Maliyatu Omede and senior brother, Mr. Stephen Omede for their unending support. And to the Holy Trinity, for the spiritual guidance.

References

Analysis of the Impacts of Compensation on Job Satisfaction amongst Teachers: A Case Study of Lakes State Ministry of Education, South Sudan

Article by Gai Emmanuel Mabor
Ph.D. Management, Texila American University
E-mail: egmabor@gmail.com

Abstract
Compensation is a systematic approach to providing value to employees in exchange for work performed. Compensation may achieve several purposes assisting in recruitment, job performance, and job satisfaction. Wage and salary administration is concerned with designing and implementing total compensation package.

The purpose of this research was to ascertain the impacts of compensation on the job satisfaction of teachers in Lakes State. The problem of the study revolved around teachers’ dissatisfaction with their compensation before and in the aftermath of the South Sudanese civil war which started in December 2013, whereby the economic situation deteriorated badly, this further exacerbated the already dire situation of civil servants of various government ministries both at national and at sub-national levels. The economic downturn affected people’s livelihood as cost of goods which are basically imported from the neighboring East African Countries of Kenya and Uganda soured. As prices continue to increase daily, staff salaries remained fixed. The research question was: what are the impacts of all forms of compensation on job satisfaction of teachers in Lakes State?

The research was carried out in four schools within Rumbek Township and 42 teachers were reached out of the targeted population of 47 teachers. Purposive sampling was used to identify respondents and pretested questionnaires were shared with them. The resultant data was tabulated and analyzed.

The findings showed lack of appropriate compensation which is embodied in the three predictor indicators (remuneration, supportive organization factors, demographic factors) and has caused unprecedented level of dissatisfaction among teachers. The predictor variables work in tandem to achieve a better job satisfaction for teachers or otherwise.

Keywords: Compensation, Remuneration, job satisfaction, employee turnover, and employee wellness.

Introduction
Compensation is a systematic approach to providing value to employees in exchange for work performed. Compensation may achieve several purposes assisting in recruitment, job performance, and job satisfaction. Wage and salary administration is concerned with designing and implementing total compensation package.

Teachers are the employees of the Ministry of Education through which learning is imparted. It should be noted that motivating employees by either monetary or other form is critical in the productivity of organizations. According the expectancy theory of motivation, employees exert more effort in anticipation of reward but in the case of teachers in Lakes State, there has been stalemate over the increment of teachers’ salaries. Concerned education administrators never considered raising teachers’ salaries to a minimum which is commensurate with the standard of living. This situation got worst in the aftermath of the crisis and the subsequent economic deep.

In the aftermath of the South Sudanese civil war which started in December 2013, the economic situation deteriorated badly, this further exacerbated the already dire situation of civil servants of various government ministries both at national and at sub-national levels. The economic downturn affected people’s livelihood as cost of goods which are basically imported from the neighboring East African Countries of Kenya and Uganda soured. As prices continue to increase daily, staff salaries remained fixed.
The purpose of this study is to ascertain the impacts of compensation on job satisfaction of teachers in Lakes State. The civil servants of the State Ministry of Education were surveyed as they had a long history of low salaries as compared to the other civil servants in other government institutions.

Problem of the study

Paying teachers’ salaries commensurate with their workload and cost of living has been a common point of controversy in South Sudan even before and post-independence of the Country. Teachers complained every year of the low payment which cannot meet their monthly consumption requirements. As a result, teaching and pedagogy continued to be at stake because of dissatisfied workers in the ministry of Education. Professionals who were trained as teachers discarded their profession and went into the army, police service, and other well-paying jobs within the government, private sector, and non-governmental organizations.

The population of people aged 6 years who can read and write in Lakes State is 21 percent whereas majority of 79 percent cannot read and write while literacy level amongst people of 15 years is 18 percent and majority of 82 percent are illiterate (NBS, 2010). This can really portray the level of effort needed in Lakes State in the area of basic education for the young people. Lakes State is wrought into cyclical communal violence amongst the massive illiterate youth and having many children out of school reinforces the cycle of violence well into the future.

Study question

The main study question in this research is: what are the impacts of all forms of compensation on job satisfaction of teachers in Lakes State?

Literature review

The literal meaning of compensation is to counter-balance the reward and deliverables provided by the employee, in the context of human resource management, compensation is referred to as money and other benefits received by an employee for providing services to his employer. Money and benefits received may be in different forms, which may be associated with employee’s service to the employer like the provident fund, gratuity, and insurance scheme (Mohanta, 2013)

Job satisfaction and turnover

The feeling of not being paid fairly in relation to workload has a negative impact on motivation, employees unhappy with levels of pay are more inclined to change jobs than employees who feel their salary was fair (Eurowork, 2013). Expectation in pay rise is likely to make employee work harder to realize the increment. Job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioral elements. These elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of the needs. It is the favorableness or un-favorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factor, individual adjustment on the job and group relationship.

Several researches documented the threats to teachers’ motivation, for instance, Save the children’s study of this subject matter in developing Countries identified eight inter-connected areas as workload challenges, remuneration, recognition and prestige, accountability, career development, institutional environment, voice, and lack of teaching and learning materials (Guajardo, 2011). According to Muguongo, Muguna, and Muriithi (2015), the issue of compensation has led to many stand offs between teachers’ union and the government of Kenya where teachers have often ‘downed their tools’ to compel the government to heed to their bargain.

According to Alyaha, D.O., Mbogo, R.W. (2017) in a study of working condition of teachers in Yei, South Sudan, massive number of job turnover was recorded by the County department of education as teachers quit their profession, such transfer is attributable to poor working conditions of teachers including low remuneration, delayed salaries, lack of tools (teaching and learning materials), and lack of other benefits.
Another case study in Juba, South Sudan revealed a severe shortage of qualified teachers at all levels of the learning continuum. The movement of teachers out of the teaching profession could be attributed to the fact that, working environments in schools are no longer friendly to teachers: salaries are low, training opportunities are rare and teaching is being viewed as a profession of low income and prestige. Moreover, it is apparent in most South Sudanese urban secondary schools that class sizes are large, teaching workload is huge and unrewarded, cost of living is high, accommodation for teachers is problematic, professional development programs are unheard of, and cases of physical insecurity in remote rural area schools are prevalent (Ajak, 2015).

Pay practice

Payment of government civil servants has been irregular since the outbreak of the South Sudanese Civil War in December 2013. Teachers have stayed for several months without their salaries. This further worsened the already dire situation as they cannot afford to feed their families and meet essential commodities. Subsequently various fraternities including teachers at all levels, doctors, and lawyers downed their tools to pressure the government to heed their call for salary increment and prompt payment by the end of each month as well as payment of the arrears (Oluoch, 2016).

Other researches showed positive correlation between payment and job satisfaction; Mudor and Tooksoon (2011) argued that higher pay attracts prospective employees to apply for a job during recruitment, it helps organization to retain high performing employees as well as enhancing employee performance when pay raise is based on good performance.

Pay practices comprised of many components such as fringe benefits which may not be necessarily reflected on the employee’s pay slip at the end of the month, they include dependents’ education, power generators, housing security, social club membership fees among others. Another important component of pay practice is pension scheme, such scheme is being implemented by government and other institutions in South Sudan but with problems at the time of compensation of a staff member. As a result of this flaw many elderly people who have reached retirement age are still being retained in service because of not proper retirement scheme.

Job training

Opportunities for training and development are major factors in decisions regarding peoples’ careers. They are factors evaluated in the job hunting process by prospective employees, are cited in surveys as to why workers accept jobs with certain employers, and are noted as reasons why employees stay with an employer and why they leave one employer for another. In a study by Schmidt a positive correlation exists between job training satisfaction and overall employee satisfaction in customer/technical service positions. The significant of on-the-job training should not be over-emphasized as trained worker in highly technical job may decide to leave the organization which is a great loss to the organization in terms of training cost, sourcing and training of a new employee to fill the vacant post.

The context of South Sudan, teachers have had immense in-service training programs, most of which are funded by INGOs. However, due to incapacity of some teachers such as those who dropped-out at primary 8 and became teachers, it is utterly impossible to train them to become best quality teachers. As Alyaha, D.O., Mbogo, R.W. (2017) argued in their article, if working conditions are not conducive, hardworking employees who can find jobs elsewhere leave while mediocre employees would stay, this is especially true of those school dropouts who have no choice but remain as teachers and sadly unproductive teachers.

Theoretical framework

This research places employee satisfaction within intricate diverse variables. Employee satisfaction is a function of multifaceted internal and organizational factors, if all those factors are favorably achieved, employees will be satisfied and vice versa.
Variables

The research classified three comprehensive independent variables: the first being facets of job satisfaction. This variable contains many attributes which influence job satisfaction, they include: pay, nature of work, opportunity for growth, and training. It should be noted that there is no single attribute which can improve satisfaction without the other.

The second independent variable is the organization factors (factors with Lakes State Ministry of Education). Attributes within these are: organizational goal clarity which improvise performance and subsequent feeling fulfillment among employees, sense of equity among employees, supportive leadership, and pursuance of employee wellness schemes.

The third independent variable is demographic factors which comprise of gender, age, education, and work experience. Those attributes have influence on remuneration, promotion/retirement etc. All the three independent variables are interwoven and work in tandem to influence the dependent variable which is overall job satisfaction.

Methodology

Research design and sampling techniques

The study used both quantitative and qualitative research methods where a survey and key informant interviews were conducted in four primary schools in Rumbek township reaching a total of 42 teachers, Head Teachers, and Inspectors. The respondents were purposively sampled as each of them had a unique role in schools and based on seniority as those in senior positions may have varying levels of motivation than others. The Head Teachers were selected because they are responsible for the general wellness and motivation of teachers at school level and could have a repository of matters relating to teachers’ motivation. 5 Inspectors, 4 Head Teachers, 8 Senior Teachers, and 25 Teachers responded to the survey as tabulated below.
Table 1. Showing sample teachers and their respond rate

<table>
<thead>
<tr>
<th>S/N</th>
<th>Category of Teachers</th>
<th>Target Number</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inspectors</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Head Teachers</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Senior Teachers</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Teachers</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>42</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: primary data

A total of 47 respondents were purposively identified in the four primary schools of Rumbek Girls’ primary school, Riak-dor primary school, Ager-gum primary school, and Comboni primary school in Rumbek town. A response rate of 89 percent was achieved as some teachers could not return the questionnaires within the prescribed time. Nine key informant interviews were conducted with Head Teachers and Inspectors.

Data collection instruments and procedures

Questionnaire were developed for the research and pre-tested on a small sample of teachers in Rumbek Girls’ primary school in Rumbek town. On considerations of the feedback, the questionnaire was finalized and distributed to respondents. Inspectors and Head Teachers were reached through a face-to-face key informant interviews and their consent was asked for the Investigator to take notes.

Data analysis

Triangulation of numerical and qualitative data was done as data trickle in from the respondents. The data was grouped by question and presented in excel. Data analysis was carried out to reach the deductions presented in the following sections.

Results

Table 2. Determination of how remuneration and pay influence teachers’ satisfaction

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>%</th>
<th>A</th>
<th>%</th>
<th>D</th>
<th>%</th>
<th>SD</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My salary is adequate and regular</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>42</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>My salary can meet the cost of living</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>42</td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>In the last 5 years, my salary has increased</td>
<td></td>
<td>0</td>
<td>4</td>
<td>9.5</td>
<td>0</td>
<td>38</td>
<td></td>
<td>90.5</td>
</tr>
</tbody>
</table>

Source: Primary data

On a continuum of strongly agreed to strongly disagreed, when the participants were asked, all the 42 respondents indicated that their salaries were not satisfactory to them. They further reported that their salaries do not meet the rising cost of living in the Country. A small number of respondents, only 4 of them reported that their salaries has increased by some margin as a result of incentivization of salary allowances by the European Union. However, majority, 38 of them reported never that they benefited from the salary incentive and thus did not realized any salary increment.

Table 3. Responses to nature of work, opportunity for growth, and training

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>%</th>
<th>A</th>
<th>%</th>
<th>D</th>
<th>%</th>
<th>SD</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I attended in-service training in the last 5 years</td>
<td>21</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>21</td>
<td>50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I have been promoted in the last 5 years</td>
<td>15</td>
<td>35.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>27</td>
<td>64.3</td>
</tr>
<tr>
<td>I have opportunity to grow in my organization</td>
<td>2</td>
<td>4.8</td>
<td>10</td>
<td>11.9</td>
<td>10</td>
<td>23.8</td>
<td>25</td>
<td>59.5</td>
</tr>
<tr>
<td>I have the required tools to do my job</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>28.6</td>
<td>30</td>
<td>71.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data
As depicted in the above table, almost half, 50% of the respondents indicated having attended an in-service training while the remaining 50% respondents did not attend in-service training for teachers. Majority of 64.3% respondents reported that they have not been promoted since their employment with Ministry of Education. About 15 respondents holding administrative function as either Senior Teachers, Head Teachers and Inspectors admitted having promoted at least once in the last 5 years of service. Lastly 28.6% respondents cited that they do not have the required tools to do their jobs effectively while a massive majority of 71.4% strongly showed lack of appropriate tools for their jobs.

Table 4. Responses to organizational supportive culture

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>%</th>
<th>A</th>
<th>%</th>
<th>D</th>
<th>%</th>
<th>SD</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakes State Ministry of Education gives me freedom to do my job</td>
<td>0</td>
<td>0</td>
<td>30</td>
<td>71.4</td>
<td>12</td>
<td>28.6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The employee wellness program is good</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>42</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>The leadership is supportive to teachers</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>26.2</td>
<td>0</td>
<td>0</td>
<td>31</td>
<td>73.8</td>
</tr>
<tr>
<td>The work atmosphere is conducive for me</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>42</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>I know my job and what is expected of me as a teacher</td>
<td>35</td>
<td>83.3</td>
<td>7</td>
<td>16.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Primary data

Another aspect of job satisfaction asked was attributes within the organization culture which are capable of influencing job performance and satisfaction. About 71.4% of responses showed that employees have freedom to do their job and 28.6% responses showed to the contrary. All the respondents, 100% cited that there is no wellness program in Lakes State Ministry of Education. All the participants also indicated that the work atmosphere is not good, characterized by killing of teachers and targeting along ethnic lines. Lastly, 83.3% respondents depicted that they know their job and what the organization expect from them, only 16.7% somewhat agreed but requiring clarifications from their principals their roles.

Table 5. Responses to demographic factors influencing performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>%</th>
<th>A</th>
<th>%</th>
<th>D</th>
<th>%</th>
<th>SD</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>My level of education is commensurate with the work I do</td>
<td>17</td>
<td>40.5</td>
<td>20</td>
<td>47.6</td>
<td>5</td>
<td>11.9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I am not segregate on the gender ground at work</td>
<td>21</td>
<td>50</td>
<td>3</td>
<td>7.1</td>
<td>10</td>
<td>23.8</td>
<td>8</td>
<td>19.1</td>
</tr>
<tr>
<td>I have minimum experience in the teaching profession</td>
<td>31</td>
<td>73.8</td>
<td>10</td>
<td>23.8</td>
<td>1</td>
<td>2.4</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Primary data

The last variable studied was the demographics of respondents and how this influence performance and job satisfaction. On similar continuum, 40.5% responses showed employees with requisite education qualification for them to teach at their differing levels. About 47.6% have some qualification but require further training to be at par and 11.9% do not have sufficient qualification. Along gender lines, 50% think that there is no segregation on gender lines, majority however disagree, citing existence of gender discrimination in the teaching professions. Lastly majority of the respondents said they have minimum experience in the teaching profession.
Discussion

Effects of low remuneration

From the responses during this research, all the respondents, cited the issue of low salaries, irregular salaries payment as well as failure by the government to increase the remuneration of teachers. Teachers have been ridiculed in Lakes State as they virtually cannot afford to meet their consumption requirement.

One of the teachers in his responses for instance stated that we cannot feed ourselves with the meagre salary we receive as such a “25 kilograms of floor has been named as ader-wuthath” a Dinka phrase meaning a teacher cannot afford to buy a mere 25 kilograms of floor. Our situation is further aggravated by failure of the government to pay salaries for the last 8 months and without sufficient explanation from the Ministry of Education.

This has exacerbated the rate of turnover of abled teachers who found jobs with NGOs and the private sector. Teachers who have no potentials and with poor education background or no qualification at all are left to be the ones teaching across Lakes State. Subsequently, education quality has deteriorated especially in science subjects and mathematics evidenced by poor performance in national examinations. Responses from few government salaried teachers echo the need to improve this vice in order for the Ministry to retain quality work force. Previous researches in South Sudan; Ajak (2015) and Alyaha, D.O., Mbogo, R.W. (2017) found similar circumstances.

Nature of work, opportunity for growth, and training

On-the-job training for teachers has been fairly available for teachers in Lakes State, this has been possible because of the massive support from the INGOs operating in the state. About 50 percent of respondents reported having attended an in-service training. Majority of respondents however have no hopes of promotion in their career as teachers. Much as training seems to be available, it cannot alone determine a meaningful level of satisfaction among teachers.

Majority of respondents, 71.4 percent reported serious lack of teaching and learning tools which are key in the delivery of the work. Failure of the government to provide essential tools like chalkboards, poor classrooms with most classes taking place under trees, and many other accessories for teachers hinder teachers from doing their job. The overall effect of that is demotivation of teachers which further make them available for any other job they can find. By very nature of teaching, a tedious job considering the appalling teacher-to-student ration in South Sudan, they demand fair payment equivalent to the work they do. Further responses revealed poor working environment where teachers are target along ethnic dimensions, some teachers have been killed as a result of revenge attacks. This jeopardizes proper deployment of teachers. Lastly, 59.5 percent cited lack of hope for any promotion in the future, some of them have worked in the industry for the last ten years with no pay raise.

Supportive organizational factors

From the respondents, other facets of the organizational environment such as the freedom for them to work were good, 71.4 percent think they have a free work related environment for the performance of their task however, some – 28.6 percent think there is no such favorable organization environment if other important components like growth to senior position are not assured by the Ministry.

All the respondents indicated that there is no conducive atmosphere and employee wellness program. They justified their views on ground that the government program of pension, though practically monthly deductions are collected from the employees, these contributions are not paid to those who left the teaching fraternity, they went also to say elderly civil servants are still in-service because the pension program is not capable of retiring and maintaining them with their pension contributions. These are serious demotivators for future oriented employees who want their pension contribution paid to them at the end of their service.

Lastly, the employees also felt unsupported by Lakes State Ministry of Education’s leadership. In the annual state budgeting process, Ministry of education receive small portion of annual budget. Teachers have been the most affected in the budget making process and the argument of the law makers
has been the work force of the Ministry especially teachers is high. This leaves them hopeless as people representing them cannot get an adequate resolution to the impasse of low salaries.

Demographic factors influencing performance

The last predictor variable under demographic characteristics showed that 73.8 percent of the respondent possessed at least minimum skills in the teaching profession, also some of them consider themselves qualified for the teaching job. The issue of gender equality featured as major issue as female teachers are very few in schools. There is direct correlation between certain factors such as education level and remuneration under the South Sudan Public service regulation and most of the teachers are victim because of lack of education threshold for promotion and attainment of higher grades.

Conclusion

In a nutshell, the purpose of this research was to ascertain the impacts of compensation on the job satisfaction of teachers in Lakes State. The research was carried out in four schools of Rumbek Girls’ Primary School, Ager-gum Primary School, Riak-dor Primary School, and Comboni Primary School within Rumbek Township and 42 teachers were reached out of the targeted population of 47 teachers. The resultant data was tabulated and analyzed.

The findings showed lack of appropriate compensation which is embodied in the three predictor indicators (remuneration, supportive organization factors, demographic factors) and has caused unprecedented level of dissatisfaction among teachers. The predictor variables work in tandem to achieve a better job satisfaction for teachers or otherwise. Teachers are dissatisfied with their jobs because of low remuneration, poor supportive organizational and general environment and inadequacy of tools at their disposal to do work.

Recommendations

The following recommendations were reached during this research

1. Government of Lakes State must review the remuneration of teachers and propose salaries which are commensurate with the work and cost of living.
2. There is need for at least extended training other than the short courses being offered by the INGOs.
3. Lobby for increment of budget allocation for Ministry of education by Ministry Leaders and even civil society.
4. Revamp the pension scheme and other wellness programs like medical insurance

References

Role of E-Commerce in the Economic Development of Nigeria
(Konga a case study)

Article by Vincent Audu Adejoh
Management, Texila American University, Nigeria
E-mail: vadejoh@gmail.com

Abstract

The main objective of the study is to investigate the impact of e-commerce on emerging market. The study aims at examine the role of electronic commerce in promoting the development of emerging online market firm. The study used a descriptive research design in gathering data from employee working in Konga. One Hundred and Twenty-Seven male and female employee working in this organization were involved in the study. The study participants were selected using convenience sampling techniques. The data gathered from the respondents were analyzed with both descriptive and inferential statistics. One hypothesis was tested using multiple regression analysis at 0.05% level of significant. The analysis reveals that e-commerce would significantly have influence \( F (1,126) = 25.270, R^2 = 0.168, P < 0.05 \) on developing market of Konga online marketplace. In addition, the analysis shows that 16.8% variation in developing market of Konga online marketplace can be explained by the level of e-commerce adopted. E-commerce adoption strategies significantly improve the firm growth and development. It is recommended that more e-commerce promoting policy should be established to improve the level of e-commerce adoption in Nigeria. It is suggested that business firm should incorporate e-commerce related system to their business operation to boost the overall growth of Nigeria economy.

Keywords: Electronic Commerce, Development, Performance, ICT, Emerging Market, Growth.

Introduction

In recent time, there has been a great shift in literature among scholars concerning the use of Information and Communication Technologies (ICT) towards economic growth and development (Javier, et al., 2011). However, E-commerce is defined by Tito (2014) as business carried out over the Internet. It could be purchasing or selling, or a mix of both. It could be product, service or a mix of both. E-Commerce is an improvement which has developed in parallel to the development of communication and computer technologies. It has the potential and capabilities for revolutionizing the whole structure of retail selling and shopping (Ikemelu, 2012). Despite the fact that it is a new concept, it does not just suggest an alternative to the conventional commerce. The potential benefits and importance derived from the adoption of ICT in businesses have been pointed out in a wide variety of contexts, including commerce, health, education to mention only but few. Many business practices have been altered due rapid development and popularity of information technology. Konga (http://www.konga.com/) and similar e-commerce websites, where customers buy products and pay for them on the Web, have grown rapidly and become a critical channel for reaching consumers which then affect positively the economic development of Nigeria.

Konga is a Nigerian electronic commerce organization founded in 2012 with headquarters in Ikeja, Lagos State. It offers an outsider online marketplace, and also first-party direct retail spreading over different categories including consumer electronics, fashion, home appliances, books, children's items, and personal care products. Konga was founded in July 2012 by Sim Shagaya, with 20 staff (Financial-Times, 2015). Generally, Konga Nigeria is likewise one of the today's Nigerian one-stop online retail shops offering a wide selection of products including Mobile Phones, Computers, Electronics, Home Appliances, Toys, Books, Wears and numerous more similarly as Jumia, conveying them ideal to customers' doorstep. Konga is an indirect competitor to Jumia in four categories and currently only delivers to Lagos. It likewise offers a wide selection of styles and brands, 100% convenience with every minute of every day online access from home or office, secure payment, for example, Bank Deposit/Online banking and Cash on Delivery, exceptional customer care service, Fast next-day or a
few days delivery and parcels more. Konga can additionally be followed up via web-based networking media like Facebook, Twitter, and Youtube.

As promising and consistent as internet business shows up, there are several difficulties and challenges facing e-commerce as regards economic development. One element noted influencing the utilization of web based business for online shopping in Nigeria "is the absence of a broadly satisfactory and perceived installment strategy for online products and enterprises" (Ajayi et al., 2008). Ayo et al. (2008:4) sets that the low level of e-Payment framework in the nation, fills in as an obstruction to open support in online business. From past explores did on e-installment in Nigeria, it is obvious that the Automated Teller Machine (ATM) is the most unmistakable strategy for installment in Nigeria (Adeyeye, 2008; Ayo et al. 2008). Most people have no less than one bank ATM (money) card since they observe it to be an advantageous method for managing an account without queueing up in banks for money. On the other hand, Ayo et al., (2008:2) opines that, however the exploration and utilization of the ATM is generally acknowledged across the country, "it is just a method for making nearby installments and not for internet business services, for example, online shopping and this negatively affects online shopping in Nigeria. Deficiency of indigenous online sellers is likewise another critical calculate influencing online shopping Nigeria Adeyeye (2008:1).

The vast majority who shop online do as such from outside online merchants like Amazon and eBay in light of the fact that there are not very many tenable online sellers in Nigeria. Be that as it may, shopping from these remote sellers can be demoralize because of high delivering costs and most requests not being prepared. Nigeria, for a considerable length of time, had a negative notoriety as one of the world's most degenerate nations taking part in wide scale Internet falsification. A current review by the Internet Crime Complaint Center (IC3) positions Nigeria third on the planet with 8.0% of culprits of digital - wrongdoing living in Nigeria after the US (65.4%) and UK (9.9%) (Internet Crime Complaint Center, 2009). This rate when contrasted and the aggregate populace of Nigerians (i.e. more than 140 million individuals) represents an impressive danger to the Internet world. In this manner, most online sellers are careful when managing orders from Nigeria because of a paranoid fear of extortion and loss of cash. Thus, it is not astonishing that only a little part of the Nigerian masses participates in online shopping. A recent review demonstrates that "exclusive 16% of the example studied shop online and the most prominent installment techniques utilized as a part of Nigeria were the prepaid card framework and direct installment to vendors’ accounts (Adeyeye, 2008:5). The prepaid card framework includes purchasing a card to use for online purposes like checking examination comes about, purchasing broadcast appointment or reestablishing membership to services; while some online sellers require coordinate installment into their ledgers for buys made online, in this manner affirmation of installment is likewise required before requests are completely handled. Be that as it may, this strategy can demonstrate baffling and ease back as clients need to make physical installments in banks.

In terms of its impact in promoting the emerging market economic growth and development, e-commerce exposes company's product to millions of consumers, this means that more market are created for the product and this in turn will increase sales and productivity of the producers. E-commerce is a good development in the world of business; it is highly appreciated in term of its power to promote business through online transaction at anytime and anyplace. The power of e-commerce allows geophysical barriers to disappear, making all consumers and businesses on earth potential customers and suppliers. Thus, switching barriers and switching costs may shift.

Consumers have become increasingly sophisticated and demanding with the availability and abundance of products, services, information, technology, as well as retail stores and channels (Terblanche and Boshoff, 2004). Atuanya, Patrick, Augie & Bala (2013) speaking from the consumer’s viewpoint, obtaining value is a fundamental consumption goal and pivotal to all successful exchange transactions. In response, many retailers are seeking to turn shopping into a high-value pursuit and are highlighting consumer value as an important source of competitive advantage (Ayo, 2006). Despite the importance of value in creating consumer shopping experiences, existing literature on shopping value is limited. Researchers have conceptualized consumer shopping value from different perspectives and disagree upon dimensions of shopping value. Therefore, an in-depth understanding of consumer shopping value is needed.
The role of e-commerce in promoting economic growth and development in Emerging market can be over-estimated. Without the e-commerce, creations of awareness about goods and services may not be possible and therefore company sales may be hampered and the detrimental effect of this is low productivity or inability of the firm to cover the cost of production. However, one of the challenges to e-commerce development in Nigeria may be in term of internet fraud where some people may collect credit information of consumers and use it as a means of duping them. This is a serious issue that makes some people to be skeptical of engaging in buying online especially in Nigeria where the issue of cybercrime is very serious. Cybercrime is a great threat to e-commerce in the world and specifically in Nigeria. Study on the role of e-commerce in promoting emerging market growth and development have not really attracted the attention of researchers because e-commerce is a new business techniques that is just gaining popularity among Nigerian. Many empirical findings have been carrying out in western world on e-commerce.

**Objectives of the study**

The study main objective is to investigate the role of e-commerce in promoting emerging market, the specifics objective is to investigate the relationship between e-commerce and emerging market growth in Nigeria.

**Methods**

The study will employ a descriptive survey research design. The study population consists of workers in Konga online shopping firm in Lagos. Employees in Konga have been purposively selected to represent workers population in online shopping industry. The sample of the study will consist of One Hundred and Twenty-Seven employees of Konga. Convenient sampling techniques will be employed in selecting sample. Respondents will be selected from their various departments in the organization. The participants will include both male and female. Questionnaire is the main instrument used for data collection. SPSS version 22 will be used to perform the descriptive and inferential statistics as applied to the research objectives.

**Testing of hypothesis**

**Descriptive statistics of socio-demographic characteristics of the respondents**

This section presents the analysis and interpretation of the personal information of the respondents. The personal information includes, sex of the respondents. The analysis and interpretations are presented below;

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>61</td>
<td>48.0</td>
</tr>
<tr>
<td>Female</td>
<td>66</td>
<td>52.0</td>
</tr>
<tr>
<td>Total</td>
<td>127</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The analysis table above reveals that male respondents account for 61(48.0%) of the total respondents while female respondents account for 66(52.0%) of the total respondents. Therefore, majority of the respondents 66(52.0%) are female.

**Research Hypothesis:** There will be no significant influence of e-commerce on developing market in Konga online marketplace.

To test the aforementioned hypothesis, a simple linear regression was conducted on the two variables to know if the independent variable would predict the dependent variable. The independent variable is e-commerce while dependent variable is developing market, the result of the analysis is given below;
DOI: 10.21522/TIJMG.2015.04.01.Art009
ISSN: 2520-310X

Table 2. Simple linear regression analysis of market growth by E-commerce adoption

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>R²</th>
<th>p-val</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>82.400</td>
<td>1</td>
<td>82.400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residual</td>
<td>407.600</td>
<td>125</td>
<td>3.261</td>
<td>25.270</td>
<td>.168</td>
<td>.000</td>
</tr>
<tr>
<td>Total</td>
<td>490.000</td>
<td>126</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3. Simple linear regression coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>SE. B</th>
<th>Beta</th>
<th>T</th>
<th>P-Val</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>5.777</td>
<td>.855</td>
<td></td>
<td>6.754</td>
<td>.000</td>
</tr>
<tr>
<td>E Commerce adoption</td>
<td>.166</td>
<td>.033</td>
<td>.410</td>
<td>5.027</td>
<td>.000</td>
</tr>
</tbody>
</table>

{F (1, 126) =25.270, R²=.168, p<0.05}.

The table above shows the prediction of e-commerce on the developing market of Konga online market place. The analysis reveals that e-commerce would significantly have influence \{F (1,126) =25.270, R²=.168, P<0.05\} on developing market of Konga online marketplace. In addition, the analysis table shows that 16.8% variation in developing market of Konga online marketplace can be explained by the level of e-commerce adopted. Also, the analysis reveals that e-commerce as a variable independently influence developing market \(P<.05, B=.410\). Therefore null hypothesis is rejected and alternate hypothesis stands supported.

**Discussion of findings**

The study examines the impact of Ecommerce on developing market growth a case study of Konga Online Shopping Company. The hypothesis which states that there will be no significant influence of e-commerce on developing market in Nigeria was tested using simple linear regression analysis at 0.05% level of significant. In this study, e-commerce adoption was used as predictor variables while the developing market growth was used as an outcome variable. The findings show that adoption of e-commerce has significant impact on growth of Konga firm which may be in term of profitability, market shares, customer loyalty and competitive advantage. The findings show that e-commerce is a good trading strategy which tends to expose firm goods and service to a very large number of people and this tend to increase their sales and the level of profitability. When compare to the rival firms, an organization which adopt the use of online business are more likely to have better customers based and profit to their counterpart who are still operating traditional one on one business. Through e-commerce, firm ability to compete with their rival firms improves and their competitive advantage improves over time. As this was in line with the study of Atuanya, et al. (2013) who speaks from the consumer’s viewpoint, that obtaining value is a fundamental consumption goal and pivotal to all successful exchange transactions. However, in response, many retailers are seeking to turn shopping into a high-value pursuit and are highlighting consumer value as an important source of competitive advantage (McKnight, 2002).

**Conclusion**

The study findings have been able to successfully establish a significant impact of e-commerce on the growth of developing market such as Konga in Nigeria. The results so far suggest that e-commerce, even after being challenged by the cybercrime, is still a very important trading activity which can be adopted to boost the economy of the country. E-commerce increase buying and selling activities as individual does not necessarily need to see each other’s before the business transaction can take place. Therefore, wider online marketing is created through e-commerce which will in turn be in overall advantage of economic growth and development. Based on results and findings, it is therefore
concluded that e-commerce tends to improve the growth and development of developing market in Nigeria.

References


Texila American University Ltd,
Unit T 1/F, Mau Lam Comm Building,
16-18 Mau Lam Street, Jordan,
Kowloon, Hong Kong.
E-mail: ejournal.assist@tau.edu.org
Skype: texila.aco32
Whatsapp: +918056580933