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INFLUENCE OF EMPLOYEE PARTICIPATION
ON SERVICE DELIVERY: A CASE OF NAIROBI
CITY WATER AND SEWERAGE COMPANY,
NAIROBI CITY COUNTY, KENYA

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Abstract

Limited employee participation witnessed in the public sector has persistently resulted in poor service delivery. Therefore, employee participation should take centre stage as it constitutes a powerful force for re-energising service delivery. However, this has not been the case at NCWSSC as evidenced by the poor water supply and sewerage services delivered to the residents of the city. The following objectives guided the study; to examine the influence of direct individual-based employee participation on service delivery at Nairobi Water and Sewerage Services Company. To examine the influence of financial participation on service delivery at Nairobi Water and Sewerage Company. The study was guided by the goal-setting theory and participatory management theory and stakeholder theory. The research adopted a descriptive research design. The study targeted 240 employees at Nairobi Water and Sewerage Company. The sample population for the research was 148 personnel at the Nairobi Water and Sewerage Company headquarter at Industrial Area. The study relied on primary data that was collected using a semi-structured questionnaire. The collected data was entered into SPSS 23 for subsequent descriptive and inferential statistics. The findings of the study indicated there is a statistically significant influence of employee participation on service delivery. The results of the correlation analysis indicated there was a strong positive association between direct participation and service delivery $p = .721$. The results also indicated a weak negative association between financial participation with service delivery as indicated by $p\text{-value} = .005$ respectively. The study recommended that the management should incorporate more financial-based reward and recognition systems as well as foster the adoption of indirect employee participation tools. The organization should further empower employees to be tasksolvers and involve them more in participative decision making and delegation of duty.

Key Words: *Employee Participation, Service Delivery, Participatory Management Approach*

INTRODUCTION

According to Gupta (2011), organization around the world are faced with a myriad of volatilities which have led to intense competition, diversity in the personnel, and continuously changing customer demands and technological growth. Modern management can no longer afford to side-line the worker in the strategic decision-making process. Hence a dynamic business environment requires diverse strategic approaches be adopted in order to manage workers effectively. Traditionally, workers have had either no say or an indirect say in issues which concern their job environment. Therefore, in efforts to boost organizational efficiency, employee participation has been an area of academic concern and recent management interest (Worley & Lawler, 2010).

Employee participation is all about making an enabling environment in which individuals have an impact on actions and decisions that influence their occupations. Thus, the management team should be proactive in addressing the needs of employees who are considered the organization greatest asset. Empirical research has shown that employee participation contributes to; enhanced managerial decision-making ability (Apostolou & Mentzas, 2003), change in attitude about work, better welfare of workers (Freeman & Kleiner, 2005), reduced expenses through reduction of waste improved worker productivity across businesses (Jones, Kalmi, & Kauhanen, 2010), intent to stay, motivation, commitment, creativity, empowerment and job satisfaction (Light, 2004).

According to the Chartered Institute of Personnel and Development (CIPD) (2012) employee participation is the process through which employees are provided with a channel for undertaking part in decision making that affects their work environment. Van-Vugt, Hogan and Kaiser (2008) stated that leaders tend to ignore the essential role of employees. Buciuiniene and Skudiene (2008) indicate that employee participation is largely influenced by leadership behaviour within an organization. Nerdinger (2008) is of the view that personnel within a firm will actively seek to be involved in decision making that affects their work environment. Noah (2008) concludes that employee participation serves as a tool for enhancing the industrial relations between employees and the management as well as creating a sense of belonging within the organization. With increasing employee involvement within the firm, managers are able to enhance performance and improve good behaviour among the employees; hence, employee participation can be utilized as a tool of inducing increased workers motivation within the organization.

Service delivery is the process of provision of benefits and outcomes from the undertaking of a specific task or project (Alford & O'Flynn, 2012). Mare and Benington (2010) define service delivery as the provision of intangible experience that meets the intended benefits of the user. For the intangible experience to be rendered effective, it should be based on certain conditions. According to Alford and O'Flynn (2012), service delivery is anchored on the decisions made, resources and the personnel available to ensure outputs are brought forth. Public organizations have been characterized for a long time over their ineffectiveness and inefficient way of service delivery. Though the root cause of this been argued to be the monopoly of goods and services, gradually it has emerged that the root cause is lack of participatory input from all employees (Osborne, 2010). This study assessed service delivery based on reduction in customer

complaints, customer satisfaction, reliability, efficiency, optimal service delivery, reduced billing issues and enhanced service coverage.

Employee Participation and Service Delivery

Mann and Harter (2016) established that by linking workers, by having them participate in judgment making, by making the place of work more self-governing and by empowering workers, there are certain outcomes such as attitudes and efficiency thus leading to improvement. Kariuki and Makori (2015) found that employee engagement has positive approach apprehended by workers about their jobs as well as inspiration and effort they place into their jobs concluded that that engagement leads to optimistic members of staff which leads to better performance. Langat and Lagat (2017) conducted a study on organization ownership and personnel performance within commercial banks and noted that involvement of personnel in rewards and recognition systems fostered efficiency and productivity within the firm. The above study however sampled commercial banks whereas current study examined NCWSSC. The study also did not access the service delivery. Odongo and Wang (2017) indicated that direct employee participation within the public sector enhanced the institution performance. The study was however premised on performance contracting actions whereas current study sought to evaluate effect of employee participation practices on service delivery.

Nairobi City Water and Sewerage Company is an ISO 9001 certified public institution appointed by Athi Water Services Board (AWSB) to provide water and sewerage services to the residents of Nairobi and its environs (Moraa, Otieno & Salim, 2012). NCWSSC is responsible for water supply, meter reading and billing, sewerage, exhauster and laboratory services. Despite all these commitments from the company, numerous complaints are registered on a regular basis over their services. These complaints among others include inconsistency in meter reading, erroneous billing, water shortage and poor sewerage services (Maji Voice, 2016).

Statement of the Problem

Limited employee participation witnessed in the public sector has persistently resulted to poor service delivery. The by-product of this is unsatisfactory working conditions, high turnover, raising of voices, decisions that are not up to the standard and uncooperative employees who are not working towards a common goal. Therefore employee participation should take the center stage as it constitute a powerful force for re-energizing service delivery, customer satisfaction, satisfactory working conditions and in coming up with holistic decisions. Studies (Addai, 2013; Ambani, 2016; Langat & Lagat, 2017) have all indicated that employee participation is a deep construct to all facet of human resource management known hitherto. If issues affecting human resources are not resolved in an appropriate manner, employees fail to fully involve themselves in their job.

Gakii, Ikiara, Kabubo. Mariara, Mwaura, and Whittington (2016) concludes that the costing and maintenance of the water and sanitation services in Nairobi City greatly affects the service delivery. The above study however examines the influence of financial elements on service delivery; whereas current study will consider aspects such as efficiency and customer satisfaction. Karimi (2016) indicated that despite having an 80% water coverage poor maintenance of the water systems led to excessive shortages in water supply. The study further shows that NCWSSC has poor service delivery against all service delivery industry

benchmarks. The study failed to indicate the influence of employee participation on the service delivery.

However, despite the key role NCWSSC plays in service delivery within the city there has been minimal empirical work examining the contribution of employees towards service delivery. It is from this backdrop that the researcher seeks to examine if any the contribution of employee participation towards service delivery at NCWSSC. The findings of the research may enhance the service delivery within the company as well as offer concrete basis for policy formulation geared towards better personnel productivity. The current study sought to examine the influence of employee participation on service delivery at Nairobi City Water and Sewerages Services Company.

Objectives of the Study

- i. To examine the influence of direct individual-based employee participation on service delivery at Nairobi City Water and Sewerages Services Company.
- ii. To examine the influence of financial participation schemes on service delivery at Nairobi City Water and Sewerages Services Company

Significance of the Study

The findings of the study were beneficial to Nairobi City Water and Sewerage Service Company in enhancing their policy formulation and fostering service delivery within the city. Furthermore, the study was beneficial to scholars, academicians and researchers since it will broaden their knowledge on issues and concepts facing employee participation initiatives.

To human resources departments and practitioners this study showed the importance of employee participation and enabled organizations to devise strategies for formulation of innovative employee participation programs focused on efforts of promoting collective participation through social partnership within the work environment. Finally, this study will add to the existing literature by empirically studying the correlation between employee involvement and job performance and may enrich scholars with knowledge in human resource management as a discipline.

Theoretical Review Goal Setting Theory

Goal setting theory was postulated by Edwin Locke in 1960 and he asserted that goal setting is fundamentally linked to performance (Locke, 1968). Goal Setting Theory is an intellectual hypothesis of motivation grounded on the assertions that goals do regulate employee behavior. Goal theory postulates a positive link between performance and goal difficulty, with challenging goals eliciting much effort than simple goals (Martin & Manning, 1995). This hypothesis presupposes that behavior is purposeful and that goals focus employees' energies in performing specific task (Locke & Latham, 1990). Thus, goal setting can be an effective method of influencing performance by enhancing employee participatory initiatives through provision of appropriate communication and regular feedback mechanism (Locke & Latham, 1990). Hence the theory formed the basis of examining service delivery as a performance indicator within organizations.

Participatory Management Approach

The participatory approach to management is replacing the old command-and-control method. This method of management involves everyone in defining objectives, decision making and

accountability (Kagaari, Munene & Ntaayi, 2010). The implementation of participatory management requires the sharing of written goals, strategies, financial and production or performance information. A study by Juan, et al., (2007) identifies participation in two main forms: work-related and financial participation. Work-related participation includes suggestion scheme, employee survey feedback, job enrichment, quality circles, union-management committees, self-managing work teams, mini-business units and employee strategic committees. Financial participation activities include fixed salary, skill or knowledge-based pay, individual incentives, profit-sharing schemes, gain-sharing, flexible benefits (cafeteria style), employment security, non-monetary recognition awards and stock option plans. These participation activities influence the service delivery of organizations

LITERATURE REVIEW

Bhati and Qureshi (2007) found there was a positive relationship between employee participation, job satisfaction, and employee productivity and employee commitment. This was an indication that employee participation in decision making leads an employee to perform much better. Vicente, Immaculada, Ana, Escrig-Tena and Bou-Llugar, (2007) alluded that organizational commitment to employee (OCE) also has a significant impact on both employee and organizational performance. According to Creigh (2012) and Bradley and Nejad (2012), employee participation is essential in the promotion of better performance within the organization. The studies are in agreement that increased direct participation fosters better service delivery within the firm. This due to increased interaction between the personnel and the management which fosters employee empowerment.

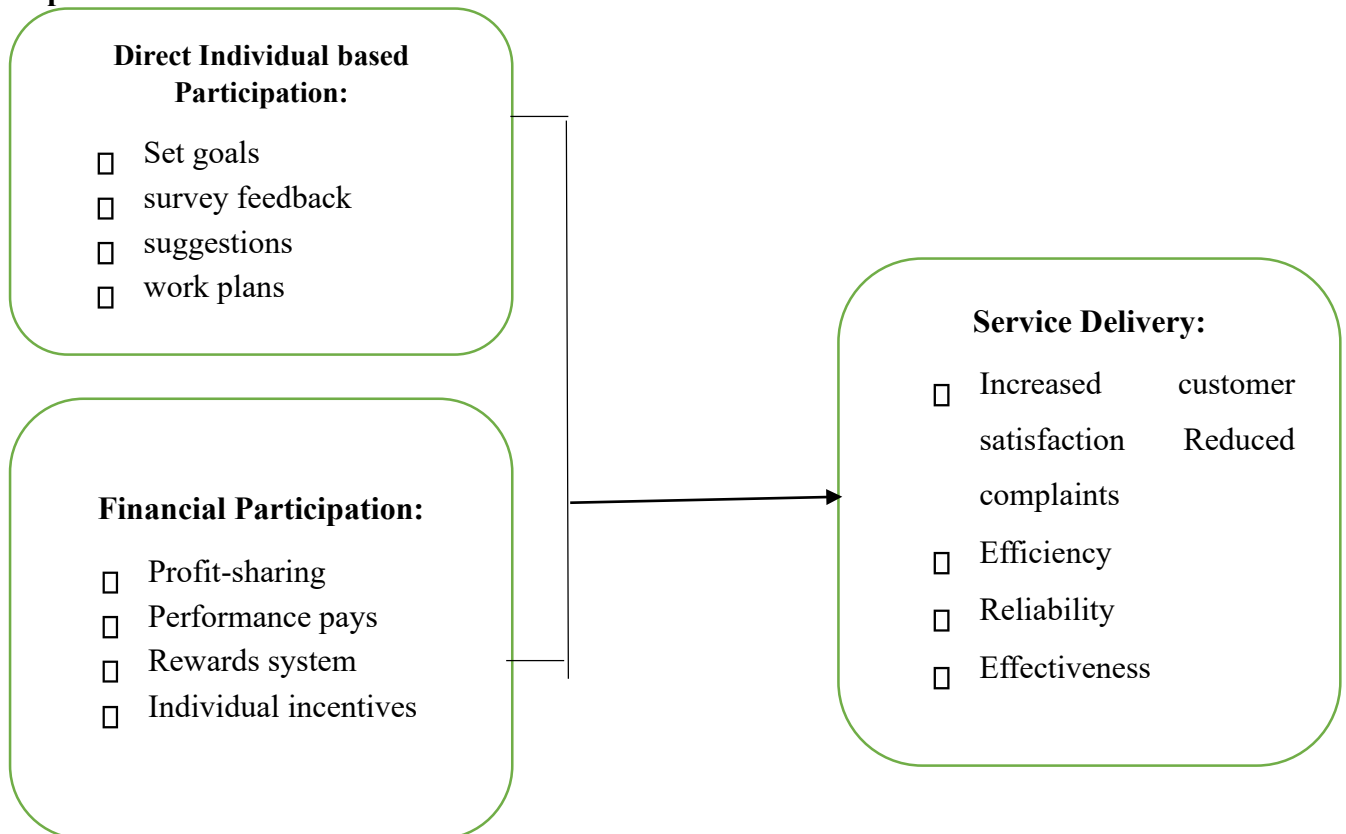
According to Sturdy (2014) employee involvement leads to increased productivity within the firm. With increased autonomy in decision making employees tend to be more efficient over time and contribute to better responsibility and effectiveness in their work duties. Wachira (2013) investigated the connection employee engagement and commitment at a bank in Kenya. The findings revealed that employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. This previous study looked at employee engagement levels and job satisfaction while the present study seeks to determine the effect of employee involvement on job performance.

Gill and Krieger (2013) carried out a far-reaching attitudinal survey with 7,326 people participating. This study was carried out in 1998-2008 in the then twelve member countries of the EU. The study examined aspects of employee participation such as representative forums, cash-based programs and individual participation. The findings of the studies indicated that countries such as Belgium, France, Germany and Italy that had deeply rooted cash-based remuneration programs attained better organization performance than those that employed representative participation. Generally, the research indicated that greater financial participation was associated with efficiency, effectiveness and enhance service provision within the firm. The above study was however conducted across the EU which is a developed region hence the findings may not be replicative in the current research scope. Morris, Bakan and Wood (2006) conducted a study on Employee Financial Participation: Evidence from Major U.K Retailer. The results indicated that found that individualized financial schemes on one hand encourage individuals to put extra effort to earn individualized rewards while it also discourages group solidarity on employee. This may make the dissatisfied to quit the organization. The study found that there was increasing inequities between managers and

nonmanagers in regard to pay. The study however considered a retailer and not a utility company like Nairobi Water and Sewerage Services.

Conceptual Framework Independent Variable

Dependent Variable



RESEARCH METHODOLOGY

Research Design

A research design is the conceptual structure that guides the conduct of the research study (Kothari, 2004). This research adopted a descriptive survey study design to accurately and systematically describe the effect of employee participation on service delivery at Nairobi water and sewerage Services Company.

Target Population

Population is the entire group of individuals, events or objects with similar observable characteristics (Kothari, 2004). The study was carried out among employees working in Nairobi Water and Sewerage Services Company. The employees were selected since they have sufficient knowledge on employee participation and service delivery within the firm. There are 240 employees at the company headquarters (NCWSSC, 2017).

Sample Size

A sample is the number of subjects, items or cases that are selected from the accessible population (Kothari, 2004). An optimum sample is one that fulfils the requirements of efficiency, representativeness, reliability and flexibility (Mugenda & Mugenda, 2008; Saunders, 2011). The study adopted the Yamane formula in calculating the sample respondents;

The sample size was calculated as below;

$$n = Z^2 pq / d^2 \text{ Where,}$$

n = desired sample size

Z = standard normal deviation set at 1.96 (95% confidence level)

P = proportion of the targeted population that have the characteristic focusing in the study estimated at 50% (0.5).

$$q = 1 - p \text{ (1-0.5)}$$

d = degree of accuracy set at 5%-degree proportion of error that should be accepted in the study (0.05) since the study is at 95% confidence level.

$$\text{Thus Desired Sample (n)} = \{1.96^2 * (0.5 * (1-0.5))\} / 0.05^2$$

$$\begin{aligned} \text{Hence; } n &= \frac{(1.96 * 1.96) * (0.5 * 0.5)}{(0.05 * 0.05)} \\ n &= 384 \end{aligned}$$

The researcher further applied finite correction formulae (n_f) that is applied together with the Yamane formulae in successive steps as indicated:

$$n_f = \frac{n}{1 + n/N}$$

Where: n is the sample size and N is the total target population

$$\begin{aligned} N &= 240 \\ n &= 384 \\ n_f &= \frac{384}{1 + 384/240} = 148 \end{aligned}$$

The sample respondents for the study were 148 personnel who were apportioned equally per each personnel level. The study further employed random sampling in selecting the respondents for equal representation.

Table 1 Sample Size

Personnel Level	Population	Sample apportionment
Executive Managers	24	$24/240 * 148 = 15$
Middle Managers	92	$92/240 * 148 = 57$
Subordinate Staff	124	$124/240 * 148 = 76$
	22	

Total	240	148 respondents
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Data Collection

The study relied on both primary and secondary data. The study utilized a questionnaire to collect primary data. A questionnaire was appropriate for this study since it gives respondents an opportunity to express their views more objectively (Kothari, 2004). Secondary data was obtained from periodicals, journals and other relevant materials available in the internet as well as from the physical library.

DATA ANALYSIS

The collected data was edited, and entered for subsequent analysis in SPSS 23 using descriptive and inferential statistical analysis. For the descriptive statistics the research utilized frequencies, percentages, means and standard deviation. Inferential statistics was conducted using a regression model shown below. The inferential statistics was presented using regression model summary and correlation coefficients indicating the magnitude of association between the research variables. The findings were further presented using charts and tables. The study further examined the statistical significance of the model using ANOVA.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: Y = Dependent Variable (service delivery) Independent variables, which include:

X₁ is direct individual based participation X₂ is financial

participation α = the constant β_1 - 2 = the regression coefficient or change included in Y by each X

ϵ = error term

Results and Discussion

Response Rate

The results of the study indicated that the research was able to obtain a 71% (n=105) of positive response as shown in figure 4.1 below. Kaplowitz, Hadlock, and Levine, (2004) indicated that a response rate of above 60% is reliable for statistical analysis; hence the research response was deemed appropriate for analysis.

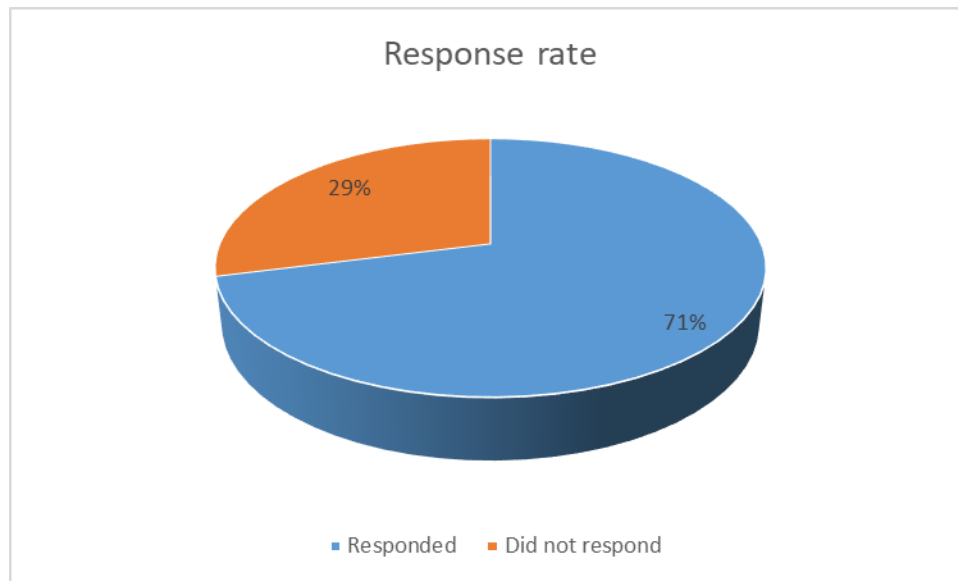


Figure 1 Response Rate
Position within the Organization
Table 2 Position within the Firm

		Frequency	Percent
Valid	Operations Department	26	24.8
	Finance Department	18	17.1
	Procurement Department	45	42.9
	Administration Department	16	15.2
	Total	105	100.0

The findings of the study on table 4.3 indicated that the majority of the respondents 43% (n=45) were within procurement departments, 25% (n=26) of the respondent were within operations department, 17% (n=18) of the respondents while within finance department while only 15% (n=16) of the respondents were within the administration department.

Service Delivery within Nairobi City Water and Sewerage Services Table
3 Service Delivery Descriptive

	N	Mean	Std. Deviation
There is a reduction in number of complaints by customer.	105	4.0857	.66671
Involving personnel at the company has enhanced service reliability.	105	3.8667	.76040
There is increased responsiveness within the company.	105	3.2381	.90430
There is increased efficiency within the company.	105	3.9048	1.06088

Employee participation has fostered customer satisfaction within the company.	105	4.3429	.69099
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Findings on table 4.4 indicated that most of the respondents strongly agreed that there was reduction in number of complaints by customer as shown by a mean value of 4.0857 and a slight variation in responses as shown by standard deviation of .66671. The study results also indicated that there was agreement among the respondents that involving personnel at the company has enhanced service reliability as shown by the mean value of 3.8667 and a standard deviation of .7604. The findings on the table above also indicated there is increased responsiveness within the company as shown by a mean value of 3.2381 and a standard deviation of .9043 which indicated agreement among the respondents. The study findings also showed that there is increased efficiency within the company as shown by a positive mean of 3.9048 and a standard deviation of 1.06088 showing high agreement among the study respondents. The findings also indicated that respondents were in strong agreement that employee participation has fostered customer satisfaction within the company as indicated by the mean value of 4.3429 and a deviation of .69099

These findings are consistent with (Odongo & Wang, 2017); who indicated that increased participation of employee fostered the institutional performance. Further the results are not consistent with the inferences made by Gakii, Ikiara, Kabubo . Mariara, Mwaura, and Whittington, (2016) who indicated there was poor service delivery within the firm. The respondents did acknowledge shortcomings that are experienced by the firm due to excessive demand and seasonal fluctuations in the water supply; however the County government with the backing of the central government has embarked on a rigorous master plan that seeks to eliminate water shortage within the city. More so, recent developments in the governance of the county has resulted in increased waste management initiatives which have promoted service offering as well as ensuring a conducive dwelling within the Nairobi City County.

Influence of Direct Individual Based Participation on Service Delivery

Table 4 Direct Individual Based Participation on Service Delivery Descriptive

	N	Mean	Std. Deviation
Setting of goals by employees enhances service delivery.	105	3.9810	.77187
Utilization of survey feedback by personnel has enhanced the delivery of services at the company.	105	4.3524	.77187
Setting up of work plans by personnel enhances efficiency within the firm.	105	4.2095	.59960
Increased employee involvement leads to reduction in service complaints.	105	4.0476	.75168
Adoption of employee suggestions by management fosters productivity among the personnel.	105	4.2190	.95052
Increased management delegation of duties fosters employee productivity and effectiveness.	105	4.2952	.71956

I am a member of problem-solving team in the organization	105	3.7619	.68674
I participate in strategic management meetings	105	3.4762	.74801
I am an active member of a semi-autonomous work group in the organization	105	3.1048	.88713

The findings of the study on table 4.5 indicated that most employees were in agreement that setting of goals by employees enhances service delivery as indicated by the mean value of 3.981 and a standard deviation of .77187. Findings of the study further indicated that utilization of survey feedback by personnel has enhanced the delivery of services at the company shown that respondents were in agreement as indicated by a positive mean of 4.3524 and a standard deviation of .77187 showing minimal variation in the responses obtained. The study results showed that there was strong agreement among respondents that setting up of work plans by personnel enhances efficiency within the firm as shown by a high mean value of 4.2095 with a standard deviation of .5996. The findings of the study indicated that with regard to increased employee involvement leads to reduction in service complaints had mean value of 4.0476 with a standard deviation of .75168. The results of the study also showed strong agreement among respondents in regard to adoption of employee suggestions by management fosters productivity among the personnel as shown by a mean value of 4.219 and a standard deviation of .95052

The findings on table 4.5 indicated there was strong agreement among respondents that increased management delegation of duties fosters employee productivity and effectiveness as shown by the mean value of 4.2952 and a standard deviation of .71956. Study results on table 4.5 showed that there was agreement among respondents that they are members of problemsolving team in the organization as indicated by a mean of 3.7619 and a deviation of .68674. Findings of the study showed there was agreement among respondents that they participate in strategic management meetings as shown by a mean value 3.4672 and a standard deviation of .74801. Results of the study further showed that there was moderate agreement among respondents that they're an active member of a semi-autonomous work group in the organization as shown by the mean value of 3.1048 and a standard deviation of .88713. The above results are in line with the conclusions by Dong, Sivakumar, Evans, and Zou, (2015) who indicated that goal setting by employees enhanced the performance of firms. Addai, (2013) also held that involvement of employees in decision making fostered motivation within the work place which contributed to better organization performance.

Influence of Financial Participation Schemes on Service Delivery

Table 5 Financial Participation Schemes on Service Delivery

	N	Mean	Std. Deviation
provided in the organization	105	3.4667	1.11861
I participate in determining the pension scheme decisions made in the organization	105	2.7143	.91687

Workers in this organization receive skill/knowledge-based pay besides their regular salary	105	2.1714	1.03271
Workers in this organization receive performance-related pay besides their regular payments	105	1.9333	.68313
Employees in this organization are allowed to own company shares	105	1.3810	.52589
Sharing of profits among employees makes me more productive	105	1.0571	.23323
I am involved in the determination of my individual incentives in this organization			

Results on table 4.7 indicated that respondents were in agreement that they're involved in the determination of my individual incentives provided in the organization as shown by a mean value of 3.4667 and a standard deviation of 1.11861. The study findings also showed that with regard to participation in determining the pension scheme decisions made in the organization there was moderate agreement among respondents as shown by a mean of 2.7143 and a standard deviation of .91687. The results of the study indicated that there was moderate agreement among respondent that workers in this organization receive skill/knowledge-based pay besides their regular salary as shown by a mean of 2.1714 and a deviation of 1.03271. The findings further indicated that there was disagreement among workers in the organization that they receive performance-related pay besides their regular payments as shown by a mean value of 1.9333 and a deviation of .68313. The results also showed with regard to employees in this organization are allowed to own company shares there was disagreement among respondent as shown by a mean value of 1.38 and a deviation of .52589 while in regard to sharing of profits among employees makes them more productive in this organization there was a disagreement among respondents as shown by a mean value of 1.0571 and a deviation of .23323

The above research findings do not resonate with Lau and Roopnarain, (2014) who indicated that adoption of financial measures such as profit sharing and rewards systems enhanced employee motivation which increased organization performance. Nica, (2016) also concluded that performance based pay systems and cash rewards enhanced employee effectiveness within firms; which translated to better organization performance. **Regression Analysis**

The main objective of the study was to examine the influence of employee participation on service delivery at Nairobi City Water and Sewerage Company.

Table 6 Regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.594	2.236		.266	.041
	Direct Participation	.721	.069	.836	10.500	.000

Financial Participation Schemes	-.005	.067	-.005	-.068	.246
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Dependent Variable^a: Service Delivery at NCWSC

The resultant regression model was of the form;

Service Delivery = 0.594 + .721 (Direct Participation) + -.005 (Financial Participation Schemes)

The findings of the study indicated that there is a statistically significant positive association between direct participation and service delivery as indicated by a *P-value* = .721; *Sig* = .000. The study results also showed a statistically insignificant weak negative association between financial participation schemes and service delivery at NCWSC as indicated by a *P-value* = .005; *Sig* = .246. Overall the correlation matrix indicated there is a statistically significant association between employee participation and service delivery (*sig.041* < 0.05). These findings are consistent with Bosire, Moses, and Evans, (2017) who indicated that increased employee participation in decision making and task solving helped improve service delivery.

Similarly Keinan and Karugu, (2018) concluded that management involvement of employees in the decision making and broad participation enhanced the performance of the firms in Kenya.

CONCLUSION

The findings of the study indicated there is a statistically significant association between employee participation and service delivery. The findings confirmed a strong positive association between direct participation through; delegation of work duty, involvement in setting up work plans, participation in decision making, setting up of individual goals all contributed to positive increase in service delivery. The results of the study also indicated there is a weak negative influence of financial participation on the service delivery within the company. The organization should also adopt financial based rewards systems as tools of enhancing service delivery within the firm.

RECOMMENDATION

The study recommends employees to be assigned authority in their tasks and receive reward in case of successful service delivery. Suggestion systems should be established and individual employees should be allowed to participate (to propose) in cases related to their organizational unit beyond their tasks. When they propose useful suggestions, a proportionate reward should be given to them. After they mature and enjoy the necessary skills to participate in affairs, they should be gradually allowed to plan and make decisions in related issues. To encourage teamworking and improve team performance, rewards should be changed from individual orientation towards group performance. The study further recommends that adoption of performance-based pay systems would enhance institution performance. Similarly, adoption of profit sharing systems would enhance effectiveness which would translate to better service delivery.

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