



An Evaluation of a Reward Management System used by the Botswana Local Authority: The Case of Gaborone City Council

Theophilus Tshukudu^{*}

Department of Management, Faculty of Business, University of Botswana, Gaborone, Botswana

Email: theophilus.tshukudu@mopipi.ub.bw

Abstract

This paper demonstrates the importance of reward management system within an organization within a local authority setting. Most importantly, the aim of this paper is evaluate reward management system used by the Gaborone City Council to motivate Council employees. Nowadays, companies are making many modifications on their rewards system to adopt internal and external changes. Reward system is used as a critical tool for driving business growth and boosting staff morale. It is important to align the right measures and reward systems with firm's structure and culture. The role of total rewards is achieving business goals, employee productivity and employee retention cannot be underestimated. A total reward strategy has to be linked with the entire employee proposition making it a critical factor in the attraction and retention of talent in organisations. The reward management system is concerned with the formulation and implementation of strategies and policies that aim to reward employees, equitably and consistently in accordance with their value to the organization" [1].

Keywords: Reward Management System; Employee; Motivation; Gaborone City Council.

1. Introduction

The government of Botswana has, since independence, been concerned about the quality of its service delivery to the public and its inability to compete effectively in the global market. Government efforts to improve on its service delivery to the public did not make the desired impact.

^{*} Corresponding author.

Hence, public outcry about poor service delivery by the Public Service grew even stronger. The slow delivery of services and lack of accountability on the part of public officials resulted in citizens calling for better service delivery [2]. The Organizations are facing the challenge of employee retention due to increased competition in the market [3]. It is crucial for organizations to hire competent employees to gain a competitive advantage in the market. However, retaining competent employee is more important than hiring. Organizations are always searching for talented employees and spent time and money on their employees for future return aspects. Factors like lack of skilled workforce, economic growth and employee turnover demand to devise policies to increase employee retention. It is hard to measure the exact cost associated with turnover for organizations. Service delivery at local government level is a challenge in most developing countries Botswana included. Even though over the years the Botswana government both at central and local g levels have introduced public sector reforms, the majority of these reforms have not yielded the expected results. Gaborone City Council has a share of its own challenges when it comes to service delivery primarily because staff members in the Council are not motivated, the quality of their service is unsatisfactory. This paper therefore recommends a review of rewards management system to be used by the Gaborone City Council, bearing in mind that level of service delivery which is at its lowest. Of importance, the equity administration of rewards in City council whereby employees, performance is rewarding fair and equitably, regardless of rank in the establishment. The general presentation of this paper will include the following: Background, problem statement. Object of the study, Justification of the study, literature review.

1.1 Background of the Study

The background of the study depicts that the reward systems are central to the Human Resource Management function of retaining the right employees in the right place. Their purpose is to attract talented individuals, motivate them and retain those that have a better fit with the organization. Reward systems have a direct impact and in most firm the most important one on the cost side of the organization's financial statement. They are strategic as they influence people's attitudes, behaviour and performance [4]. The rewards are both financial and non-financial and are part of the employers' contract with the employee. The employee agrees to do certain jobs in return for some kind of reward, it include both salary and employee benefits, it encourages the organizations to put in place the right strategies and processes of reward to be able to attract, retain and motivate staff of the right calibre. Having a good reward system helps keep employees happy, loyal to the company, and eager to move up the ladder. Rewards, like public recognition and additional pay, motivate employees to work harder. The paper argues for adoption of a developmental led model in order to enhance existing performance monitoring and evaluation system that would improve implementation of government policies and programs to enhance productivity. Botswana has been striving to excel in service delivery through performance monitoring and evaluation oriented reforms that will lead to effective reward system. Performance Based Reward System provides a process that allows a linkage between the Performance Management System and individual accountability through the development of performance objectives and employee performance reviews in a manner that will encourage continuous improvement [1].

1.2 Problem Statement

Author [5] notes that while the public service has increased in terms of establishment over the years, however teething problems that have being a major set to quality service delivery have continue unabated. These include among others the following: absenteeism and lateness to work, poor public relations, and outright public criticism have been posing serious challenges to management. This trend has affected the government's efforts to improve the economic and social well-being of the public [5]. The national economic development does not only depend on natural resources but the quality of the public services rendered is also equally important and can therefore, not be overemphasised. There is therefore a need to improve productivity in the Botswana Public service both at central and local authority levels. The Government of Botswana benchmarked at Singapore as it was an excellent Country in terms of efficient and excellent service delivery and after that Botswana enacted an Act to provide for the establishment of the Botswana National Productivity Centre with the objection of promoting increased productivity, improving standards of management and labour-management relations, and generally stimulating productivity consciousness in Botswana leading consultant for the Public Service in the Performance Management System and the Total Reward Management projects in order to enhance effective and efficient service delivery in Public Service. It was imperative that due to increased demand for better service delivery, complaints relating to poor productivity, slow delivery of service and lack of accountability. Retention of experienced staff in Organizations was important to create competitive advantage and organisational success.

1.3 *Objectives of the Study*

Objective of reward management is to reward employees fairly, equitably and consistently in correlation to the value of these individuals to the organization. Reward system exists in order to motivate employees to work towards achieving strategic goals which are set by entities. Rewards serve many purposes in organisations. They serve to build a better employment deal, hold on to good employees and to reduce employee turnover. The principal goal is to increase people's willingness to work in one's company, to enhance their productivity. The main objectives of the study are as follows:

- To Attract and retain employees.
- To motivate performance
- To promote skills and knowledge development.
- To enhance employee's satisfaction.

1.4 *Justification of the Study*

This study will also look at the importance of rewarding experienced and high performing staff. So in a time when the amount of financial rewards is restricted by the economic climate, retaining high performers with rewards has to be achieved while making all staff feel valued. The study reveals lack of performance monitoring and evaluation skills, poor supervision, poor conditions of service and a poor work ethic as some of the factors contributing to ineffective use of performance monitoring and evaluation tools in the service. Benchmarking reforms from the organizations that perform excellently in service delivery, training and education, developed administrative and governance structures are imperative, as well as well-defined public policy and program formulation and implementation processes are some of the success factors to enhanced performance

management and evaluation systems in Botswana [2] .

2. Literature Review

The Government of Botswana's efforts to improve on its service delivery to the public did not make the desired impact. Hence, public outcry about poor service delivery by the Public Service grew even stronger. Consequently, the government conducted a study, between 1994 and 1997, to determine what could be done to address the problem. The study recommended the review of the earlier reform initiatives and introduction of a Performance Management strategy with the following components of Decentralization, Computerization of Personnel Management System, and Performance Management System as new reform initiatives. These initiatives have since been implemented from 1999 and this was in accordance with the [5]. It is against this background that the main objective of Performance Management Systems was to "improvement of individual and organizational performance in a systematic and sustainable way" [3] Employee retention consists of procedures through which employees are boosted to become part of the organization for a longer period of time until he/she gets retired or until the project gets completed. For achieving individual as well as organizational goals, it is very much essential to retain talented employees. The HR manager must know how to attract and keep good employees because these are the employees who can make or break the organization's goodwill [6]. Successful employee retention does not rely on a single strategy. The decision of an employee to stay in the organization is effected by a number of factors depending on a variety of elements like the individual's age, the family situation, mentoring, career and learning opportunities, good benefits, networking and the external job market or job title [4] Talented and good employees are asset of an organization. Retaining talented employees is highly important for the long-term growth as well as success of the business [6], but the retention of employees has become the major problem facing today's organizations [6]. The cost of hiring new employee varies and it includes a wide variety of expenses such as advertisements, recruiters' salaries and reimbursements of candidates' expenses. The company also incurs the various start-up costs of replacing an employee such as administrative expenses and training [6]. Thus, it is necessary to retain the talented employees not because of the costs incurred on them by employers, but also because of the required output they give to the organization. Training and development programs can increase retention when they meet the needs of the employees [7]. Meeting employee needs through training programs occur when the information provided is perceived as useful, applicable and desirable by them. He further suggests that the keys to employee. Compensation plays a leading role to retain the talented employees. Therefore, many of the organization announce and provide the remuneration that is over and above the prevailing market rates. This can be in the form of security plans, free education to children, special pay premiums and bonuses, house allowance, vehicle allowance, and stock options, etc. Moreover, some leading organizations exercise the practices like profit sharing and group-based incentive plans [4]. A widely used technique employed by many of the managers to foster the employee retention is based on performance compensation, rewarding the employees after evaluation of their individual hard work/performance [8].

2.1 Motivating Performance

The rewards that applied to both individual and team performance are therefore critical in determining how

affective our reward strategy will be [1]. Rewards and their purpose are described as including systems, programmes and practices that influence the actions of people [1]. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance. To define the concept of human resource management led to a greater appreciation for the value your workforce could make to the overall business goals of the organisation and how it could be groomed and cultivated to add most value to competitive advantage. For the purpose of this study, the desired outcome is to show if different types of reward systems do have positive consequences and if these consequences develop into increased or decreased performance. "The main construct of performance management is that work groups and individuals see what they have to do to make their contribution to the organisations overall effectiveness. There needs to be a clear link with the organisational objectives and this involves good communication of clear objectives that everyone understands" [9]. Based on the review of current literature, the study sets out to explore clearly what variables exist in attributing the correct reward structure to an individual employee or team. The rewards management are both complex and problematic and very susceptible to outside influences such as economic environments, culture and individual employee preferences and perceptions. What is applicable, effective and performance enhancing for one employee or team may not have the same effect on other employee's in similar circumstances. There are benefits and problems surrounding performance management and performance appraisal systems. These become more complex and harder to manage as organisational structures cross international boundaries and cultures. In this context, the reward systems we apply can become vital in achieving the desired level of performance and job satisfaction and the important rewards systems are to employee performance and employee retention relates directly to how we reward them because replacing employees in a company can be an arduous and expensive exercise, even in more secure industries such as the public sector, performance needs to be managed and staff motivated as in the private sector, retention of experienced staff in both these industries is important to create competitive advantage and organisational success. Employee motivation is one of the most essential parts in a company's development and success. In order to maximize the overall performance of the company it is vital for an employer to understand what motivates the employees and how to increase their job satisfaction. It might however be challenging for a company to find out what motivates its employees, especially because different people are motivated by different things. A well-designed and functional reward system is an efficient way to increase employee work motivation. The appropriate type of reward is developed in accordance to the company's reward philosophy, strategies and policy. However, it might be challenging to find the right way to combine the company's integrated policies and practices together with the employee's contribution, skill and competence [1]. Empirical study on reward and employees motivation indicates that nature of rewards that an employees get in the organization are the important part of the understanding of motivation. Over the last few years, there has been large number of research carried out on this domain and it is observed that s there has been a shift from a stiff competitive work environment to a workplace where employee motivation and engagement is a key area to stand out in the industry. Today organizations have started focusing on team building. A recent study by Dale Carnegie Training shows the determination of Indian companies on improving the mentor-mentee relationship and consequently, the level of engagement in Indian employees (46%) has surpassed that of their global counterparts (34%). Despite such encouraging figures, workplace stress still exists at an unignorable level. Constant engagement initiatives permit the employees to be more relaxed & creative, which

only means good things for the company. Author in [9] advocates that there should be an effective reward system to retain the high performers in the organization and reward should be related to their productivity. A lot of work has been done on evaluating the relationship between rewards and employee motivation and there exist a large number of studies in the literature describing impact of reward on employee motivation. In order to maximize the performance of the employees organization must make such policies and procedures and formulate such reward system under those policies and procedures, which increase employee satisfaction and motivation. Today an organizations result is highly dependent on the employees work motivation. It is therefore important for a company to find out what motivates its employees so that it can plan a suitable reward system and gain better results. The right combination of immaterial and material rewards can boost up the employees' work motivation and enhance their commitment to the company. A motivated workforce can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole runs more efficiently and is more effective at reaching its goals. This is in contrast to an unmotivated workforce, who can negatively disrupt an organization and distract employees from their work. For this reason, it is imperative that managers understand the power of reward systems and how they are used to influence employee behaviour. Rewards are positive outcomes that are earned as a result of an employee's performance. These rewards are aligned with organizational goals. When an employee helps an organization in the achievement of one of its goals, a reward often follows. There are two general types of rewards that motivate people: intrinsic and extrinsic. Intrinsic motivation is internal to the person in that it is something that you have to offer yourself and is driven by personal interest or enjoyment in the work itself. Because intrinsic motivation exists within the individual, achieving it does not depend on others. Some people believe that the most powerful rewards come from inside a person. Think of that sense of accomplishment you feel once you have overcome a significant challenge or completed an assignment or work project that required a good deal of effort. Intrinsic motivation provides that personal pat on the back or natural high that reflects a person's ability, competency, growth, knowledge and self-control over their endeavours. Employees who are intrinsically motivated tend to work at higher levels of productivity and strive to develop professionally. Intrinsic rewards include things such as: personal achievement, professional growth, sense of pleasure and accomplishment. In knowledge economy where the greatest asset an employee can offer an organization is their intelligence, experience, problem solving ability and change-savvy persona, intrinsic rewards are especially important to workers. In fact, Frederick Herzberg, who is one of the leading theorists of workplace motivation, found intrinsic rewards to be much stronger than financial rewards in increasing employee motivation. This is not to say that employees will not seek financial rewards in addition to intrinsic rewards, rather it just means that money is not enough to maximize motivation in most employees. People want to feel like their contributions matter. For example, an employee might want to reach a sales quota set by his manager to earn the bonus that is attached to it, but unless the employee feels a sense of accomplishment as part of making those sales, the motivation to achieve the quota is less powerful. To help employees with their intrinsic motivation, managers should: provide meaningful work allow workers to make choices through a high level of autonomy provide opportunities for employees to show their competence in areas of expertise facilitate professional development so that employees can expand on their level of knowledge offer frequent opportunities for employees to reward themselves allow employees the opportunity to connect with those with whom they serve to obtain valuable feedback give them a path to monitor their progress with milestones along the way Extrinsic motivation is

based on tangible rewards. Unlike intrinsic motivation that is self-administered, extrinsic motivation is external to the individual and is typically offered by a supervisor or manager who holds all the power in relation to when extrinsic rewards are offered and in what amount. Extrinsic rewards are usually financial in nature, such as a raise in salary, a bonus for reaching some quota or paid time off. However, extrinsic rewards can also be as simple as getting the better office, verbal praise, public recognition or awards, promotions and additional responsibility. This idea of money being the ultimate or sole motivating force was first proposed in 1911. With such misconception, certain managers either focus or tend to have a bias for monetary rewards.

2.2 *Promote skills and knowledge development*

In the competitive world, training plays an important role in the competent and challenging format of Organizational training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too [10]. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level; it is less considered with physical skills and is more concerned with knowledge, values, attitudes and behaviour in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives. It was emphasised that every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of training and development programs help in improving the employee behaviour and attitude towards the job and also uplift their morale. Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life. The focus of Human Resource Development is on developing the most superior workforce which helps the organization for successive growth. All employees are needed to be valued and they should apply collective efforts in the labour market every time. This can only be achieved through proper and systematic implementation of employee training and development programs. Employees are always regarded with development in career-enhancing skills which leads to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby will increase the chances of their efficiency and effectiveness in discharging their duties. Training is a learning experience which has a capacity to make positive changes and reach up to the desired objectives of the organization. It improves the ability of the employee to perform the job efficiently and with excellence. Training and development programs are the basic structural and functional foundations for the development of the employees. These foundations are important for guiding the employees through different situations. Training and Development programs are the framework for helping employees to develop their personal and professional skills, knowledge, and abilities. Training imparts knowledge to the employees regarding different issues in the organization and the proper execution of these programs result in number of benefits such as development of profitable, adaptable as well as efficient organization and productive and contented employees. It is useful in the following manner; employees are able to balance their work life and personal life in a better manner which leads to reduction of stress. The

Organization that trains its employees help in improving physical and psychological health of the employees, thereby bringing down the absenteeism rate, it also develop the employee morale, increase the productivity, job satisfaction and commitment of the employees towards the organizational goals. The effective training also aims at the progress of the individuals in their personal and professional lives. It improves the communication between all levels of management which helps in minimizing conflicts between different levels of employees. The types of training programs lead to effective negotiation and enable the designing of the contracts which satisfy all sorts of employees. It enhances efficiency of management and strengthens employee organization. These programs improve the leadership, problem solving, interpersonal and conflict resolution skills of the employees. It also important for sharpening and utilization of the employees' creative and innovative skills. Reward management is concerned with the processes of developing, implementing, operating and evaluating reward policies and practices that recognise and value people according to the efforts and contributions they make towards achieving organisational, departmental and team goals [1]. Organisations have put up reward systems consisting of the interrelated processes and practices of financial and non-financial rewards that combine into a total rewards approach to ensure that reward management is carried out to the benefit of the organisation and the people who work there [11]. Rewards are the compensation employees receive from organisations for their services [8].

2.6 *Enhance employee's satisfaction*

To encourage employee satisfaction is vital in the work place. However; it is highly effective for the employees to get appreciated and rewards are being distributed on the basis of their performance. The organization should link their reward system with the organizational strategies that will become the most effective standard for assigning the rewards to the employees and in this way, it will increase the performance and effectiveness of the organization considerably [7]. And as far as the organizations are a concern; there should be the best fit of rewards whether it is tangible or intangible to facilitate employee motivation and engage them with the attainment of organizational objectives. To survive in the competition and to meet the requirements, the management needs to change their policies, rules and regulations. The organizations face a lot of pressure in the competence for a talented work force, for constantly improving the production methods, entrants of advanced technology and for the employees who are inclined to achieve work life balance. The success of any organization depends upon the quality of the work force, but in order to maintain the quality of the work force, many organizations come across a number of obstacles. These obstacles include attraction of the qualitative workforce towards the organization, recruitment of intelligent, dynamic as well as enthusiastic people in the organization, motivation of current employees with different techniques and retention of the current workforce for maintaining the organizational status in the competitive market. For surviving the business and becoming a successful pillar in the market; training is a tool that can help in gaining competitive advantages. Training proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Good training programs thus result in conquering of the essential goals for the business. Hence, training reward management are significant for giving a dynamic approach to the organization. Quality of work life is a multi-dimensional construct, made up of interrelated factors [12]. Quality of work life is associated with job satisfaction, job involvement, job security, productivity, health, safety, competence development, professional skills. A reward strategy describes what the organisations propose to give their employees as a reward for their

performance. It constitutes a framework for developing and implementing reward policies, practices and processes. It is intended to achieve three major objectives: performance, competitiveness and fairness [1]. It also provides answers to two basic questions and what do we need to do about our reward practices to ensure that they are fit for purpose? How do we intend to do it? The two authors further observe that a reward strategy is a declaration of intent that defines what the organisation wants to do in the future to develop and implement reward policies, practices and processes that will further the achievement of its business goals and meet the needs of its stakeholders. The role of total rewards in achieving business goals, employee productivity and employee retention cannot be underestimated. A total reward strategy has been linked to the entire employee proposition making it a critical factor in the attraction and retention of talent in organisations. The introduction paying employees for productivity has been the cornerstone of industrial and business development for centuries. Financial reward has always been important in managing employee's performance, but over the previous years' other elements of compensation have developed to provide employers with more scope to reward, and thus, motivate employees. "Performance is defined as behaviour that accomplishes results [14]. Performance management influences performance by helping people to understand what good performance means and by providing the information needed to improve it. Reward management influences performance by recognising and rewarding good performance and by providing incentives to improve motivated employees are willing to go the extra mile when their job requires it.

3. Methodology

This paper was developed from various theoretical guidelines for effective reward management system both at central government and local authority levels. Theoretical framework emphasis the need for an equitable and just reward management for the effective employee performance at a local government level. As a result of the nature of the paper, a secondary was used for data collection on best practices when it comes to reward management system. The rationale for the preferred methodology is premised on the fact that the paper is qualitative and conceptual.

4. Discussions

The essay discussed the importance of attracting; retaining and motivating employees, promoting skills and knowledge within an organizational context. In the changing phase of the businesses, all organizations have a number of opportunities to grab and number of challenges to meet. Due to such environment, the dynamic organizations are smoothly surviving in the present competition. While facing these challenges, there is a great pressure of work on the shoulders of management. It is a responsibility of the management to make necessary changes at the workplace as per the requirement of the job paving for excellent service delivery. Employees tend to be more productive, energized and creative. Unmotivated employees are likely to exert little effort and avoid additional work assignments as much as possible. Work motivation is desired but it is not a constant phenomenon that every employee possesses. Individual characteristics and organizational factors influence motivation. Organizations require mechanisms that encourage a consistent level of motivation to ensure their sustainability.

5. Delimitation of the study

Delimitations refer to those characteristics that limit the scope and define the conceptual boundaries of your research declaration of what the study does not intend to cover [5]. The researcher specifically chose Gaborone City Council primarily because then Council is within the proximity of author and also He is customer of the Council as well. This is so because mostly during formal and informal interactions with other customers and employees of the council, there have been indications that there is need for reforms particularly in rewarding of performance amongst employees in the City Council given the low performance standards in the City Council at large.

6. Recommendations

After studying and articulating the importance of reward management system within an Organizational Context the following points are recommended to the Management.

- To effectively improve performance of the employees by proving reward system policies in place.
- Employee's satisfaction should be enhanced by training; therefore the organizational training plan must be transparent.
- The Organization should put in place the structure that indicates clear lines of progression.

7. Conclusion

The essay discussed the importance of attracting, retaining and motivating employee's performance and satisfaction, promoting skills and knowledge development; demonstrating the importance of Reward management System within an Organizational context. Through the study we have realized that having a good reward system helps keep employees happy, loyal to the company, and eager to move up the ladder. Rewards, like public recognition and additional pay, motivate employees to work harder who will enhance productivity in the work place; a good reward system aims to motivate employees to work harder, and align their goals with those of the organisation they work for. The current trend towards performance related reward systems is designed to lead to greater rewards and motivation for those who contribute the most.

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