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Highlights

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Discovering Thoughts, Inventing Future

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Exploring Effective Factors in the Demographic and Motivation Issues of the Banking Sector of Bangladesh

By Mohammad Azizur Rahman
Begum Rokeya University

Abstract- The paper attempted to explore the most effective factors of demographic outlined affecting employees' motivation. With a view to empirical analysis data were collected from 400 bank employees. In the demographic issues gender, age, experience, pay, type and name of the bank, present and prior designations etc. were considered. For inferential statistics there were five regression models with ANOVA and coefficients models developed in the study. The dependent variables were namely work experience, present basic and gross salary, and initial basic and gross salary and 94%, 77%, 68%, 48% and 35% respectively explained by other independent predictors. The study found that work experience was strongly affected by age. On the other hand, present pay (basic and gross) was highly subjective by present designation and initial basic and gross salaries were prejudiced by initial or first joining designation of the employees. The study was also observed on findings that age, present and first joining designations modify employees' motivation in the banking sector of Bangladesh (showed in Table 18).

Keywords: age, gender, work experience, initial salary, gross salary, motivation.

GJMBR-A Classification: *JEL Code: M12*

EXPLORINGEFFECTIVEFACTORSINTHEDEMOGRAPHICANDMOTIVATIONISSUESOFTHEBANKINGSECTOROFBANGLADESH

Strictly as per the compliance and regulations of:

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Mohammad Azizur Rahman

Abstract- The paper attempted to explore the most effective factors of demographic outlined affecting employees' motivation. With a view to empirical analysis data were collected from 400 bank employees. In the demographic issues gender, age, experience, pay, type and name of the bank, present and prior designations etc. were considered. For inferential statistics there were five regression models with ANOVA and coefficients models developed in the study. The dependent variables were namely work experience, present basic and gross salary, and initial basic and gross salary and 94%, 77%, 68%, 48% and 35% respectively explained by other independent predictors. The study found that work experience was strongly affected by age. On the other hand, present pay (basic and gross) was highly subjective by present designation and initial basic and gross salaries were prejudiced by initial or first joining designation of the employees. The study was also observed on findings that age, present and first joining designations modify employees' motivation in the banking sector of Bangladesh (showed in Table 18).

Keywords: age, gender, work experience, initial salary, gross salary, motivation.

I. Introduction and Review Context

Human Resource Management (HRM) is regarded as the significant department for talent management. The talented employees compulsorily considered as assets in the organization which can be effective through acquisition, development, motivation and maintenance integrated from all units of the bank. HRD selects the right kind of personnel for the committed posts. In addition to this, HRD maintains talent human resources for the bank by applying various motivational techniques and HRs considered as soft assets (www.ventureline.com). Since bank is a service industry, this is why, its sustainability and competitive opportunities depends on how HR Department utilize their potentialities and competencies. The need of talent employees is well recognized in all events of global financial crisis (2007-2008) that was mostly connected with ambitious and ineffectual investment decision by the banks (Islam et al, 2017). Bangladesh Bank (BB) and Ministry of Finance (MoF) emphasized to ensure better HRM in the banking sector of Bangladesh through circulars (BB & MoF, 2015). The circulars are associated with rules and regulations, maintaining banking hours, salaries and incentives, leave and performance appraisal of female employees.

Motivation means inspiring people to work continuation. Motivated employees do have best quality of performance. Employees' motivation is affected by various factors. The total environment of the banking industry has become changed due to face the competitive sustainability. Basic pay, gross pay, designation, promotion, scoring of banking diploma for promotion, experiences, location or posting, types of bank etc. are the issues of demographic factors. Designation and gross pay are highly correlated for motivation.

Different emerging theories of motivation support that age, experience, pay, designation etc. affect the motivation. Work experience relates the holding position through up gradation in the organization. Maslow's need hierarchy theory proves the said issues of demographic (Maslow, 1954). On the other supportive part of the Two-Factor Model namely Hygiene and Motivating factors. Employees can enjoy these factors related to opportunities over a long-term service the organization (Herzberg, 1959, 1987). The Two Factor Theory states that human needs are ordered in a series of levels of the hierarchy accordance to importance which creates motivation. Alderfer's (1969) ERG theory chains Need-Hierarchy and Two-Factor Theory of motivation. Existence (E) chains the basic need and job security, relatedness (R) actually related to social needs and growth (G) is supportive with status and highest level achievement. If a higher order need constants or unfulfilled, an individual can degenerate to lower order needs which cause satisfy easily. Mc Clellend's Three Needs Model (1961) is also supportive to Needs Theory of Maslow whereas it can be seen that need for affiliation (social need), need for power related to ego/status and remaining one that is need for achievement connected to challenging achievement. An employer does have the ability to understand the needs so as to meet these needs having a better chance of involving and retaining talent employees. A survey conducted by Watson Wyatt Worldwide showed that 71% people deliberate money as the main reason to stay as followed by promotion prospect (33%) (Endress, 2007). Abraham Harold Maslow suggested a theory that

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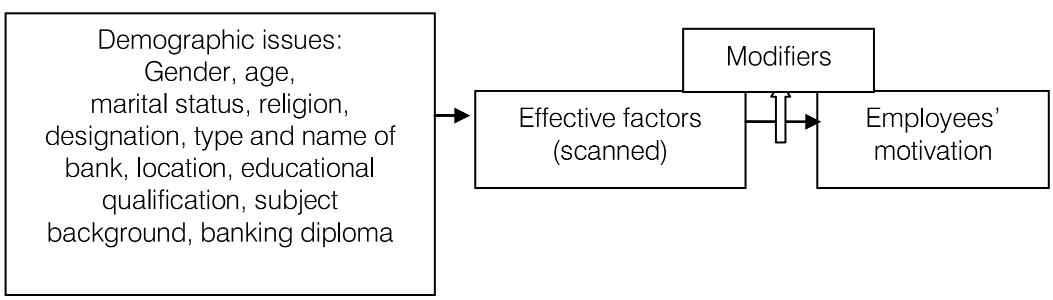
delineated five hierarchical needs which could also be functional to an organization and its employees' performance (Gordon, 1965). Without one of the lower ones the second need could be achieved or satisfied. Maslow's needs theory is static imperative and applicable in today's business organizations, for every organization that seek to obtain success and excellence reflects positively the organizational culture, HRM and the employee's productivity, to attain organizational excellence and create good environment, better and enjoyable work environment and achieve goal at the right time then a effort and application of the theory is supreme (Jerome, 2013). When an organization tries to know what drives personnel to work more, it is in a better position to influence them to perform well (Kovach, 1987). Again it clarifies that employees performance can be examined by three indicators namely ability, workplace environment, and motivation (Griffin, 1990). It is critical job for the managers in terms of motivating subordinates since it is noticed that there globally changes in demographic factors, as well as highly advanced technology (Wiley, 1997). This only emphasized the need to explore what motivates employees in order to get better performance. The author highlighted the most and less important factors of motivation in workplace from the earlier management. The most important factors in 1946 (appreciation), 1980 (interesting work), 1986 (interesting work) and 1992 (good wages) and less important factors were in 1946 (discipline), 1980 (discipline), 1986 (personal problems), and 1992 (personal problems). The study received the most striking findings that money and job security are the clear indicators of motivation. The effective pay program, a primary motivating factor is critical due to individuals and psychological possessions. It is does have immaterial value of the reward, but the increase in self-regard that public recognition accompanying with monetary compensation affords (Dawson and Dawson, 1990). In the past, huge numbers of research studies on employee motivation in the different perspectives already conducted. Very few of them were conducted relating to demographic composition with motivation. The present paper stressed to observe the influential factors of motivation with the sources variables of demographic issues among the employees in the sampled banks. The study also designed to explore the most effective factors in motivation.

Research questions: Does demographic composition affect employee motivation in the banking sector?

Objective of the study: The main objective of the study was to scan effective factors in demographic and motivating focuses among the employees of the banking sector in Bangladesh.

II. Research Framework



Hypotheses

Alternative hypotheses (H_{a})

- H_{a1} Employee motivation is related to work experience in the sampled banks.
- H_{a2} There is a positive relationship between employee motivation and present basic salary
- H_{a3} Present gross salary affects employee motivation in the banking sector.
- H_{a4} Initial basic salary motivates employees positively.
- H_{a5} Initial gross salary motivates employee positively.

III. Methodology

The study has been designed based on empirical and quantitative materials. The employees who were in the service full time in the banks considered as participants. The primary data were collected during March-June 2019 from 400 employees (320 employees of four public and remaining 80 employees of six private banks operated in the Northern three districts of Rangpur Division Bangladesh through sample random sampling (SRS). Data have been analyzed by SPSS IBM Version 22.0. Secondary data were collected from different research articles, published and unpublished books, dailies and websites.

IV. Results and Discussion

Table 1: Demographic outline of the respondents (source: Field survey, up to June 2019)

Demographic issues		Percent	Mean	SD	CV
Sex	Male	83.5	1.165	0.372	31.93%
	Female	16.5			
Age group	<30-40 years	59.5	2.633	0.922	35%
	41-50 years	13.8			
	>50 years	26.8			
Marital status	Married	99.0	1.010	0.100	**9.86%**
	Single	1.0			
Religion	Islam	89.3	1.110	0.321	18.94%
	Hindu	10.75			
Type of bank	Public	80.0	1.200	0.401	33.38%
	Private	20.0			
Location (District)	Rangpur	41.5	1.743	0.712	40.88%
	Dinajpur	42.8			
	Nilphamari	15.8			
Educational Qualification	Bachelor	17	2.660	0.749	28.15%
	Master	83			
Discipline/ Group	Science	31.8	1.865	0.695	37.26%
	Humanities	50			
	Business	18.3			
Bank Diploma	Nil	62.3	0.543	0.761	140.34%
	Part-1	21.3			
	Part-2	16.5			
Job Experience (Year)	1-5	11.3	2.985	1.483	49.70%
	6-10 Years	45.5			
	11-15 Years	8.0			
	16-20 Years	4.0			
	20 Years (more)	31.3			
Present Designation/ Post	Entry Level Officer	77.4	5.505	1.319	23.96%
	Executive Level Officer	22.9			
Present Basic Pay (Tk.)	<10000- 300000/-	49.0	35512	14246	40.12%
	30000/- (more)	511.0			
Present Gross Pay (Tk.)	<20000-40000/-	19.0	60945	26809	44%
	>40000-60000/-	38.0			
	60000/- (more)	43.0			
First Joining Designation	Entry Level Officer	99.5	4.110	1.925	46.85%
	Executive Level Officer	0.5			
Initial Basic Pay (Tk.)	<10000-20000/-	96.6	35512	1424 6	40.12%
	>20000-30000/-	3.5			
Initial Gross Pay (Tk.)	<20000-40000/-	98.8	13401	16433	122.63%
	40000-60000/- (more)	1.2			

Regression Models (Table 2, 5, 8, 11, & 14)

Table 2: Regression: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Err. of Estimates	Change Statistics				
					R^2 Change	F	df1	df2	Sig. F
1	0.971[a]	0.942	0.940	2.741	0.94	483.94	13	386	0.000

a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla).

b. Dependent Variable: Working experience (year).

Remarks: The fitted linear regression model for working experience (year) and other independent variables listed. The model is good fit for this dataset and the coefficient of multiple determinations R^2 is 0.942 *(Table 2).* Since the $R^2 \sim 0.94$ then the dependent variable *work experience* 94% explained by the independent variables/predictors.

Table 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47261.760	13	3635.520	483.944	0.000[b]
	Residual	2899.737	386	7.512		
	Total	50161.498	399			

a. Dependent Variable: Working experience (year)

b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla).

Hypothesis: The null hypothesis, H_0: $B_0 = B_1 = B_2 = \ldots\ldots\ldots\ldots = B_{13} = 0$

The alternative hypothesis, H_1: $B_0 = B_1 = B_2 = \ldots\ldots\ldots\ldots = B_{13} \neq 0$

Remarks: From the Table 3 ANOVA table the fitted regression model F-test statistic value is 483.944 and the significance value (p value) 0.000 which is less than 0.05 (p value$<\alpha$). Then all the regression coefficients were statistically highly significant at 5% level of significance. That is the null hypothesis is rejected and alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0).

Table 4: Coefficients[a]

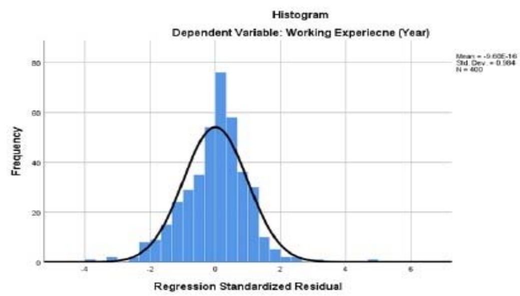
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant: Experience)	-16.110 (B_0)	2.519		-6.395	0.000
	Gender	0.664 (B_1)	0.402	0.022	1.652	0.099
	Age	0.800 (B_2)	0.034	0.663	23.649	0.000
	Marital status	0.697 (B_3)	1.417	0.006	0.492	0.623
	Religion	-0.535 (B_4)	0.439	-0.015	-1.220	0.223
	Present designation	1.294 (B_5)	0.181	0.152	7.150	0.000
	First joining post	-1.663 (B_6)	0.147	-0.286	-11.334	0.000
	Type of Bank	-0.567 (B_7)	0.636	-0.020	-0.891	0.374
	Name of the Bank	-0.192 (B_8)	0.113	-0.039	-1.697	0.091
	Location (District)	0.341 (B_9)	0.665	0.020	0.512	0.609
	Location (Upazilla)	-0.055 (B_{10})	0.098	-0.023	-0.555	0.579
	Educational qualif.	-0.860 (B_{11})	0.257	-0.057	-3.343	0.001
	Group/ Subject	0.001 (B_{12})	0.206	0.000	0.005	0.996
	Banking Diploma	0.013 (B_{13})	0.223	0.001	0.059	0.953

a. Dependent Variable: Working experience (year).

The fitted regression model can be defined as,

$$
\begin{aligned}
&Workingexperience(year)\\
&= -16.110 * (Constant) + 0.664 * Gender + 0.800 * Age + 0.697 * MaritalStatus - 0.535\\
&* Religion + 1.294 * Presentdesignation - 1.663 * Firstjoiningdesignation - 0.567\\
&* TypeofBank - 0.192 * NameoftheBank + 0.341 * Location(Disrtict) - 0.055\\
&* Location(Upazilla) - 0.860 * Educationalqualification + 0.001 * GrouporSubject + 0.013\\
&* BankingDiploma
\end{aligned}
$$

Remarks: From the fitted (Table 4) the *age, present designation, first joining designation, educational qualification* were statistically significance at 5% level of significance. Therefore, employees' motivation is exaggerated by the control variable namely age, designation, and educational qualification. The subject or major discipline does not directly affect motivation (β_{12}) =0.001 and p value is 0.996. Among the significant independent predictors *age (0.800) and present designation (1.294)* were positive contribution on the dependent variable *working experience (year)*.



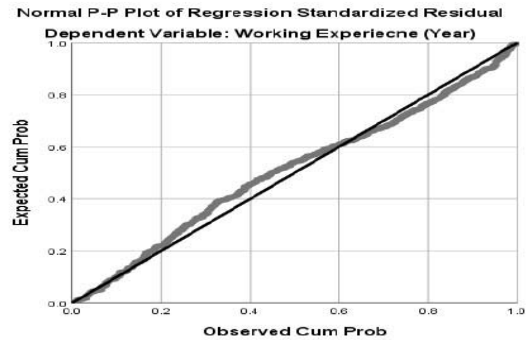


Figure 1 & 2: Histogram and P-P Plot of Regression Standardized Residual (Experience)

Remarks: The Figure 1 & 2 depict that the fitted histogram showed the bell shape curve and Q-Q (quantile-quantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable *working experience (year)* is normally distributed and the linear regression model best fit for this dataset.

Table 5: Regression-Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Err. of the Estimates	Change Statistics				
					R^2	F change	df1	df2	Sig. F
1	0.877[a]	0.769	0.762	6987.86	0.769	99.1	13	386	0.000
a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla).									
a. Dependent Variable: Present Basic Salary.									

Remarks: The above fitted linear regression model (Table 5) for *present basic salary* and other independent variables listed. The model is good fit for this dataset and the coefficient of multiple determinations R^2 is 0.769. Since the $R^2 \sim 0.769$ then the dependent variable *present basic salary* 76.9% or about 77% explained by the independent variables/predictors mentioned above.

Table 6: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62872948092.258	13	4836380622.481	99.045	0.000[b]
	Residual	18848472031.68	386	48830238.424		
	Total	81721420123.94	399			
a. Dependent Variable: Present Basic Salary						
b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla).						

Hypothesis: The null hypothesis, H_0: $B_0 = B_1 = B_2 = \ldots\ldots\ldots\ldots = B_{13} = 0$

The alternative hypothesis, H_1: $B_0 = B_1 = B_2 = \ldots\ldots\ldots\ldots = B_{13} \neq 0$

Remarks: From the (Table 6) ANOVA (Analysis of Variance) table the fitted regression model F-test statistic value is 99.045 and the significance value (p value) 0.000. Then all the regression coefficients were statistically strongly significant at 5% level of significance. That is alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0).

Table 7: Coefficients[a]

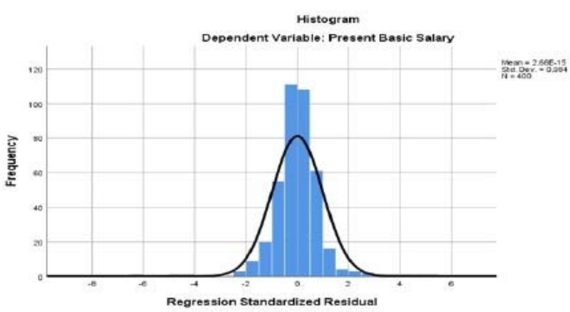
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Cons: Present basic pay)	-38670.051 (B_0)	6422.814		-6.021	0.000
	Gender	554.461 (B_1)	1024.262	0.014	0.541	0.589
	Age	709.891 (B_2)	86.209	0.461	8.235	0.000

	Marital Status	-5124.611(B_3)	3613.823	-0.036	-1.418	0.157
	Religion	1360.314 (B_4)	1118.681	0.031	1.216	0.225
	Present designation	6201.641(B_5)	461.322	0.571	13.443	0.000
	First joining post	1902.867 (B_6)	374.125	0.256	5.086	0.000
	Type of Bank	1834.212 (B_7)	1621.950	0.051	1.131	0.259
	Name of the Bank	282.551 (B_8)	289.017	0.045	0.978	0.329
	Location (District)	-1672.287 (B_9)	1695.606	-0.078	-0.986	0.325
	Location (Upazilla)	74.986 (B_{10})	250.856	0.024	0.299	0.765
	Educational qualifi.	1623.504 (B_{11})	656.077	0.085	2.475	0.014
	Group/ Subject	-323.377 (B_{12})	525.967	-0.016	-0.615	0.539
	Banking Diploma	878.569 (B_{13})	569.666	0.047	1.542	0.124
a. Dependent Variable: Present Basic Salary (B_0)						

The fitted regression model can be defined as,Model:

$$\text{Present Basic Salary} = -38670.051 * (Constant) + 554.461 * Gender + 709.891 * Age - 5124.611 * MaritalStatus + 1360.314 * Religion + 6201.641 * Presentdesignation + 1902.867 * Firstjoiningdesignation + 1834.212 * TypeofBank + 282.551 * NameoftheBank - 1672.287 * Location(Disrtict) + 74.986 * Location(Upazilla) + 1623.504 * Educationalqualification - 323.377 * GrouporSubject + 878.569 * BankingDiploma$$

Remarks: From the fitted (Table 7) the *age, present designation, first joins designation, educational qualification* were statistically significance at 5% level of significance. Among the significant independent predictors *age (*709.891*), present designation (*6201.641*)* and first joining designation/post (1902.867) were positive contribution to the dependent variable *present basic salary*.



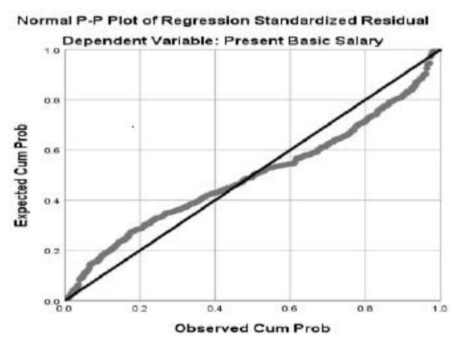


Figure 3 & 4: Histogram and P-P Plot of Regression Standardized Residual (Present basic salary)

Remarks: From the fitted histogram (Figure 3 & 4) showed the bell shape curve and Q-Q (quantile-quantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable *Present Basic Salary* is normally distributed and the linear regression model best fit for this dataset.

Table 8: Regression-Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Err. of the Estimates	Change Statistics				
					R^2	F change	df1	df2	Sig. F
1	0.826[a]	0.682	0.672	15365.25	0.682	63.742	13	386	0.000
a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla)									
b. Dependent Variable: Present gross salary									

Remarks: The fitted linear regression model (Table 8) for *Present Gross Salary* and other independent variables listed above. The model is good fit for this dataset and the coefficient of multiple determinations R^2 is 0.682. Since the $R^2 \sim 0.682$ then the dependent variable present gross salary 68.2% explained by the independent variables/predictors.

Table 9: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195635872639.298	13	15048913279.950	63.742	0.000[b]
	Residual	91131097360.703	386	236090925.805		
	Total	286766970000.000	399			
a. Dependent Variable: Present gross salary						
b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla)						

Hypothesis: The null hypothesis, H0: $B_0 = B_1 = B_2 = \ldots\ldots\ldots. = B_{13} = 0$

The alternative hypothesis, H1: $B_0 = B_1 = B_2 = \ldots\ldots\ldots. = B_{13} \neq 0$

Remarks: From the (Table 9) ANOVA (Analysis of Variance) table the fitted regression model F-test statistic value is 63.742 and the significance value (p value) 0.000. Then all the regression coefficients were statistically highly significant at 5% level of significance. That is, alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0).

Table 10: Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant: Present gross)	-76402.124	14122.791		-5.410	0.000
	Gender	1172.807	2252.196	0.016	0.521	0.603
	Age	1244.412	189.561	0.432	6.565	0.000
	Marital Status	-9286.091	7946.247	-0.035	-1.169	0.243
	Religion	1028.259	2459.809	0.012	0.418	0.676
	Present designation	10226.033	1014.378	0.503	10.081	0.000
	First joining design.	3129.422	822.645	0.225	3.804	0.000
	Type of Bank	15523.420	3566.423	0.232	4.353	0.000
	Name of the Bank	420.502	635.505	0.036	0.662	0.509
	Location (District)	-4565.112	3728.379	-0.113	-1.224	0.222
	Location (Upazilla)	326.900	551.594	0.057	0.593	0.554
	Educational qualification	2791.159	1442.615	0.078	1.935	0.054
	Group/ Subject	-282.423	1156.521	-0.007	-0.244	0.807
	Banking Diploma	1700.733	1252.610	0.048	1.358	0.175
a. Dependent Variable: Present gross salary						

The fitted regression model can be defined as,

Present Gross Salary

$$
\begin{aligned}
&= -76402.124 * (Constant) + 1172.807 * Gender + 1244.412 * Age - 9286.091 * MaritalStatus \\
&+ 1028.259 * Religion + 10226.033 * PresentDesignation + 3129.422 * Firstjoiningdesignation \\
&+ 15523.420 * TypeofBank + 420.502 * NameoftheBank - 4565.112 * Location(Disrtict) \\
&+ 326.900 * Location(Upazilla) + 2791.159 * EducationalQualification - 282.423 \\
&* GrouporSubject + 1700.733 * BankingDiploma
\end{aligned}
$$

Remarks: From the (Table 10) fitted the *age, present designation, first joins designation, educational qualification* were statistically significance at 5% level of significance. Among the significant independent predictors *age (*1244.412*), present designation (*10226.033*)*, first joining designation/post (3129.422) and type of bank (15523.420) were positive contribution to the dependent variable *Present Gross Salary.* Therefore, there is a strong association among age, present designation, joining post and type of bank that affect employee satisfaction.

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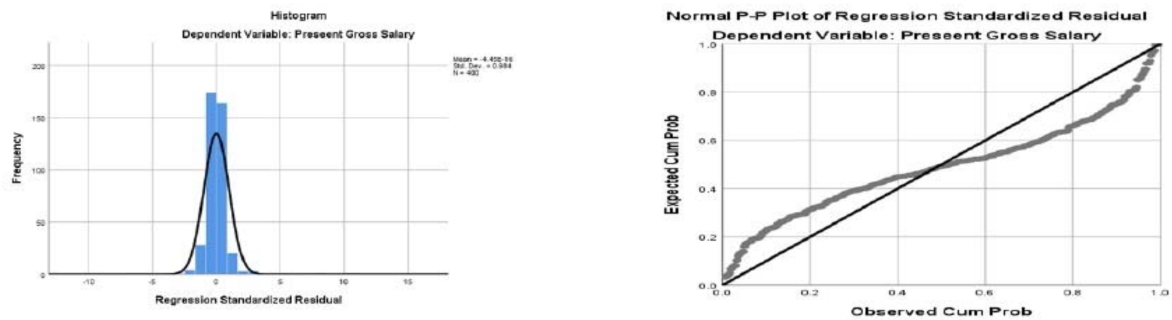

Figure 5 & 6: Histogram and P-P Plot of Regression Standardized Residual (Present gross salary)

Remarks: From the fitted histogram (Figure 5 & 6) showed the bell shape curve and Q-Q (quantile-quantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable *Present Gross Salary* is normally distributed and the linear regression model best fit for this dataset.

Table 11: Regression-Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Err. of the Estimates	Change Statistics				
					R^2	F change	df1	df2	Sig. F
1	0.689[a]	0.475	0.457	5713.00316	0.475	26.857	13	386	0.000
a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla).									
b. Dependent Variable: Initial basic salary									

Remarks: The fitted linear regression model (Table 11) for *Initial Basic Salary* and other independent variables listed above. The model is fit for this dataset and the coefficient of multiple determinations R^2 is 0.475. Since the $R^2 \sim 0.475$ then the dependent variable *initial basic salary* 47.5% explained by the independent estimators.

Table 12: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11395615319.173	13	876585793.783	26.857	0.000[b]
	Residual	12598424380.577	386	32638405.131		
	Total	23994039699.750	399			
a. Dependent Variable: Initial basic salary b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla)						

Hypothesis: The null hypothesis, H0: $B_0 = B_1 = B_2 = \ldots\ldots\ldots. = B_{13} = 0$

The alternative hypothesis, H1: $B_0 = B_1 = B_2 = \ldots\ldots\ldots. = B_{13} \neq 0$

Remarks: From the ANOVA Table 12 the fitted regression model F-test statistic value is 26.857 and the significance value (p value) 0.000. Then all the regression coefficients were statistically significant at 5% level of significance. That is the null hypothesis is rejected and alternative hypothesis is accepted. Therefore, all the regression coefficients were not zero (0).

Table 13: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant: Initial Basic Pay)	6234.435	5244.365		1.189	0.235
	Gender	-350.697	838.100	-0.017	-0.418	0.676
	Age	-121.912	71.022	-0.146	-1.717	0.087
	Marital Status	1247.972	2977.753	0.016	0.419	0.675
	Religion	-21.884	918.839	-0.001	-0.024	0.981

Present Designation	-671.561	378.451	-0.114	-1.775	0.077
First joining designation/post	2220.853	308.118	0.551	7.208	0.000
Type of Bank	-1285.682	1402.737	-0.066	-0.917	0.360
Name of the Bank	1064.391	236.772	0.326	4.495	0.000
Location (District)	1761.002	1401.011	0.162	1.257	0.210
Location (Upazilla)	-280.441	206.022	-0.178	-1.361	0.174
Educational Qualification	-879.276	538.907	-0.085	-1.632	0.104
Group/ Subject	-306.230	431.933	-0.027	-0.709	0.479
Banking Diploma	-199.290	462.560	-0.020	-0.431	0.667
a. Dependent Variable: Initial basic salary					

The fitted regression model can be defined as,

$$
\begin{aligned}
\text{Initial basic salary} \\
&= 6234.435 * (Constant) - 350.679 * Gender - 121.912 * Age + 1247.972 * Marital\ Status \\
&- 21.884 * Religion\ - 671.561 * Present\ designation + 2220.583 * First\ joining\ designation \\
&- 1285.682 * \ Type\ of\ Bank + 1064.391 * Name\ of\ the\ Bank + 1761.002 * Location\ (Disrtict) \\
&- 280.441 * Location\ (Upazilla) - 879.276 * Educational\ qualification - 306.230 \\
&* Group\ or\ Subject - 199.290 * \ Banking\ Diploma
\end{aligned}
$$

Comment: From the fitted coefficients (Table 13) the, *first name of the bank* were statistically significance at 5% level of significance. Among the significant independent predictors first joining designation/post (2220.853) and name of bank (1064.391) were positive contribution to the dependent variable *Initial Basic Salary.*

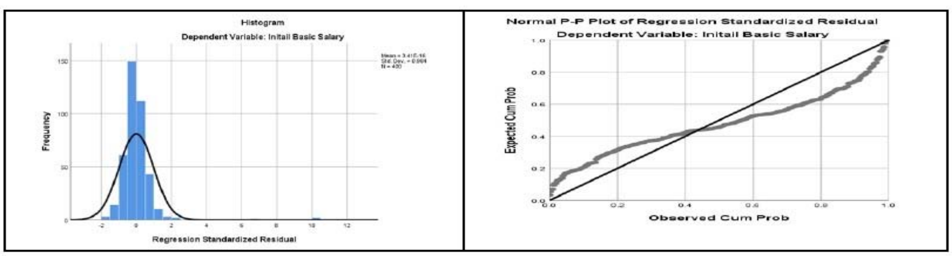

Figure 7 & 8: Histogram and P-P Plot of Regression Standardized Residual (Initial basic salary)

Remarks: From the Figure 7 & 8 depict that the fitted histogram showed the bell shape curve and Q-Q (quantile-quantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable *initial basic salary* is normally distributed and the linear regression model best fit for this dataset.

Table 14: Regression-Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Err. of the Estimates	Change Statistics				
					R^2	F change	df1	df2	Sig. F
1	0.592[a]	0.351	0.329	13459.34450	0.351	16.058	13	386	0.000
a. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla)									
b. Dependent Variable: Initial gross salary									

Table 15: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37815785084.065	13	2908906544.928	16.058	0.000[b]
	Residual	69925426394.726	386	181153954.390		
	Total	107741211478.791	399			
a. Dependent Variable: Initial gross salary b. Predictors: (Constant), Banking Diploma, Group/ Subject, Gender, Religion, Educational Qualification, Marital Status, Location (District), Type of Bank, Present Designation, First joining designation/post, Name of the Bank, Age, Location (Upazilla)						

Hypothesis: The null hypothesis, H0: $B_0 = B_1 = B_2 = \ldots\ldots\ldots\ldots = B_{13} = 0$

The alternative hypothesis, H1: $B_0 = B_1 = B_2 = \ldots\ldots\ldots\ldots = B_{13} \neq 0$

Remarks: From the Table 15 (ANOVA) the fitted regression model F-test statistic value is 16.058 and the significance value (p value) 0.000. Then all the regression coefficients were statistically significant at 5% level of significance. That is the null hypothesis is rejected. Therefore, all the regression coefficients were not zero (0).

Table 16: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant: Initial Gross Pay)	181.712	12371.000		0.015	0.988
	Gender	25.992	1972.834	0.001	0.013	0.989
	Age	-90.130	166.047	-0.051	-0.543	0.588
	Marital Status	5525.183	6960.595	0.033	0.794	0.428
	Religion	-251.863	2154.695	-0.005	-0.117	0.907
	Present designation	-1829.536	888.554	-0.147	-2.059	0.040
	First joining designation	4425.217	720.604	0.519	6.141	0.000
	Type of Bank	-1458.181	3124.043	-0.036	-0.467	0.641
	Name of the Bank	2449.083	556.677	0.337	4.399	0.000
	Location (District)	2369.895	3265.911	0.096	0.726	0.468
	Location (Upazilla)	-360.575	483.174	-0.102	-0.746	0.456
	Educational qualification	-1895.923	1263.673	-0.086	-1.500	0.134
	Group/ Subject	164.586	1013.066	0.007	0.162	0.871
	Banking Diploma	321.652	1097.236	0.015	0.293	0.770
a. Dependent Variable: Initial Gross Salary						

From the coefficients Table 16 the study observed that *present designation, first joining and name of the bank* were statistically significance at 5% level of significance. Among the significant independent predictors first joining designation/post (4425.217)and name of bank (2449.083) were positively affected the dependent variable *Initial Basic Salary.*

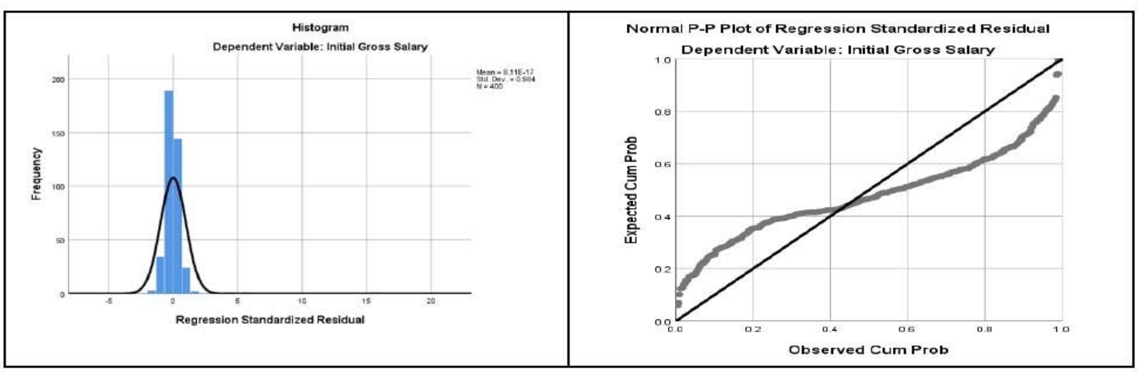

Figure 9 & 10: Histogram and P-P Plot of Regression Standardized Residual (Initial gross pay)

Remarks: From the fitted histogram (Figure 9 & 10) showed the bell shape curve and Q-Q (quantile-quantile) plot the fitted residual line passing through the origin. Therefore, the dependent variable *initial gross salary* is normally distributed and the linear regression model best fit for this dataset.

Table 17: Results of alternative hypotheses (H_a) from ANOVA Table 3,6,9,12, &16

H_a	Results	Remarks	Relationship/ effect on employee motivation
H_{a1}	$p<0.05$	Sustained	Employee motivation is related to work experience.
H_{a2}	$p<0.05$	Sustained	There is a relationship between motivation present basic pay.
H_{a2}	$p<0.05$	Sustained	Present gross salary affects employee motivation.
H_{a1}	$p<0.05$	Sustained	Initial gross salary motivates employee positively.
H_{a1}	$p<0.05$	Sustained	Initial basic salary motivates employees positively.
Therefore, employee motivations affected by all the factors of demographic issues in the banks were accordingly observed.			

Overall it can be explained that employees are in the service of the banking sector influenced by the age, experience, present designation, joining post, type of bank, present and initial gross. There were strong relationships among these control or sources variables in the study. Gender did not affect the satisfaction of the bank employees. Among these factors the most effective factors were age and present designation (standardized *Beta coefficient value 0.663 and 0.571).* On the other hand, banking diploma mostly affects the promotion in case of public bank.

Table 18: Overall findings from the Table 2&4, 5&7, 8&10, 11&13, 14&16, 17

Dependent variable	R^2	Standardized coefficient	Effective factors	Motivation
Work experience	94%	Age (β=0.663), present designation (β = 0.152)	Age	Therefore, motivation is highly associated and modified by demographic effective factors already explored in column 4.
Present basic pay	77%	Present designation (β=0.571), age (β=0.461), and first joining designation (β=0.256)	Present designation	
Present gross pay	68.2%	Present designation (β=0.503), age (β=0.432), type of bank (β=0.232)and first joining designation (β=0.225)	Present designation	
Initial basic pay	47.5%	First joining designation (β=0.551), and Name of the bank (β=0.326)	First joining designation	
Initial gross pay	35.1%	First joining designation (β=0.519), and Name of the bank (β=0.337)	First joining designation	

It is evident from the Table 18 work experience is 94% explained by variance whereas age is strongly associated with job experience. Present basic salary 77% is explained by total predictors and it is highly affected by present designation of the existing employees. Present gross salary 68.2% is varied by the estimators and it is mostly influenced by present position of an employee. Initial basic salary is 47.5% ~48% explained by variance and is prejudiced by first joining designation. Initial gross salary 35.1% is explained by total variance and it is strongly affected by employees' first joining designation. Therefore, employees' motivation of the banking sector of Bangladesh is highly associated with work experience, present and initial salaries which are mostly modified by age, present and initial designation. Finally, equation may be Employee Motivation = f (Age + Present designation + Initial designation).

V. Concluding Remarks

Motivation is a complex to determine its level. The study found from the empirical analysis based on demographic outlined that the most effective factors age, present designation, first joining designation were explored and strongly associated with employee motivation in the banking sector of Bangladesh. Sample area, job experience and pay were considered only which may confine the scope of the study. Lack of huge context of the research is another limitation in the paper. Further study should emphasize in a larger scale of employee perception concentrating on job security and money or pay intrinsically as well as extrinsically.

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Business Ethics for Global Sustainable Quality Generation in Organisations: Proposing the "BESQ" Scale

By Dr. Partha Naskar

Abstract- Background: Business ethics is the doorbell in management literature and for business houses today. The essence of human values is quite pertinent for long term sustenance of organizations. Understanding business ethics and its relevance in recent times is the most calling global challenge across organizations. The objective of the study is to explore and investigate the prominent domains and items that may be considered on the relevance, applicability and rationale of business ethics viz. Domain A: Employee Goals for Business Ethics, Domain B: Diversity Management, Domain C: Entity Value on Decision making, Domain D: Legal Perspectives of Business, E: Diversified Ethics with Gender Differentiation. The paper ultimately aims towards developing a scale for finding conclusive remarks in certain identifiable areas within the field of Business Ethics. The main source of conceptualizing the domains is formulated with related literature and the Experts opinion comprising both academicians and practicing managers in the industry in Kolkata as well as across the country through primary and secondary collection methods.

Keywords: ethics, business, sustainable, quality, scale.

GJMBR-A Classification: JEL Code: M19

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Keywords: ethics, business, sustainable, quality, scale.

I. Business Ethics: Lessons & Prospects

Amidst waves of social uncertainties and business fluctuations, the navigating force behind strong governance vests on value education scripted through exploration, learning and co-curricular activities focusing on the ethical way of life. The sphere of industry driven by the individuals is the congruent of ethical culture directed in the cultivation of moral values enriched with the system of ethical knowledge mechanism. The initialization of ethical outlook gears up with the hub of data disseminated in the form of journals, research papers, books covering ethical issues, moral integrity and ethical decision making. The light of ethical synchronization, uniformity and fairness are seen to be ignited within the inner instinct of the learners with reasonable understanding, justifiable opinion and sense of belongingness. The close intermediary forces underlying any business environment rests on manpower surrounded by society at large. The nucleus of Business-Government-Society is the core of every ethical structure prevailing across the boundaries. The essence of realistic view in the ethical court of righteousness creates a consciousness among the prospective aspirants of business and management. The bible of ethical codes are seen encrypted within the bounds of moral approach reflecting the key regions of ethical challenges, narrating the significance of ethical integration and visualizing the true spirit of ethical discipline. The culmination of national ideals with international views speak of the notion of east meets west through a consequential empirical approach translating the 'Kautilya Code' in the words of Weber. The choice of appropriate academic curriculum designed with ethical methods of self-assessment, attitude building frameworks and right conduct rules conducive for institutional ethical elevation all constitute a perfect equilibrium between business operation and holistic perspective of ethical responsibilities. The ethical pillars of value and wisdom depicted in the Buddhist architecture and scriptures interpret welfare of the community coined in today's world as Human Development projecting and promoting the *'good' and 'goodness'* – the key words of global ethical transcript (Brenner, 1992).

II. Establishing Ethics

In the last two decades the waves of several visible trends and attitudinal changes have been reflected in the management thoughts emphasizing on eternal human values. The timeless treasure of *'sanatana'* that which never perish continues to inspire humanity as captured by the famous verses from Gita *'Yadayada hi dharmasya'* signifying whenever there will be a decline in the human values there will be dharma or

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the morality to revive human values. With the flow of time, the essence of human values seem to be nurtured within the shell of Human Resource Management synthesizing a holistic view of life, touching the spiritual heights with material attainment. The new millennium of HR practices gives a futuristic look of human values in the name of 'Ethics'. "*All HR practices have an ethical foundation. Human Resource deals with the practical consequences of human behavior*". Business Ethics also termed as corporate ethics is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies, to all aspects of business conduct and is relevant to the behavior of the individuals and entire organizations (Kumar, 2003).

It is quite pertinent that care should be taken that individuals, groups and teams learn to value work with ethical behavior within their operational responsibilities in the workspace. In other words businesses need to harp upon creating a ethical culture and climate where employees find and feel rightly occupied for qualitative outputs at work. In this paper, the essential objective is to delineate the notion and rationale of business ethics for sustainable quality generation along the lines os specific consideration. These considerations would be terms of the focal issues of discovering goals & ethics, diversity management and ethics, entity value on decision making, legal perspective on business ethics and diversified ethics and gender differentiation. The idea of the paper is to connect these elemental considerations to rationalize their criticality towards building sustainable ethical standards within organizations. The aim of the paper is to identify the items that may be considered "BESQ" Scale.

III. Research Methodology

The study would be based on secondary literature survey. A scale would be created involving the essential considerations of the paper viz., discovering goals & ethics, diversity management and ethics, entity value on decision making, legal perspective on business ethics and diversified ethics and gender differentiation. These would be considered as independent variables and the notion of business ethics for sustainable quality generation as dependent variables. The creation of the scale, in this paper, would involve identification of items within the scale, using literature review as the essential basis.

The structured scale would be the research instrument with clear nomenclature of "BESQ" Scale, towards collection of primary data and feedback for future scope of the study; "B" meaning Business, "E" meaning Ethics, "S" meaning Sustainable and "Q" meaning Quality.

IV. Literature Review

a) Rediscovering Goals & Ethics

The all-encompassing angles of direction constantly indicate the roadway to reach the goals of attainment. Realization of individual self-merged with ethical ideologies creates a significant impact in the accomplishment of desired organizational goals. The exploration of the twin wings of idealism & relativism establishes bondage of ethical principles tied with trait goal orientations (Urdan, 1997). An interconnectivity relationship between idealism-relativism-trait goal orientation-ethical dimensions is being drawn in the in Figure 1, which postulates that goal oriented behavior is an inevitable phenomenon in the analysis of ethical orientation.

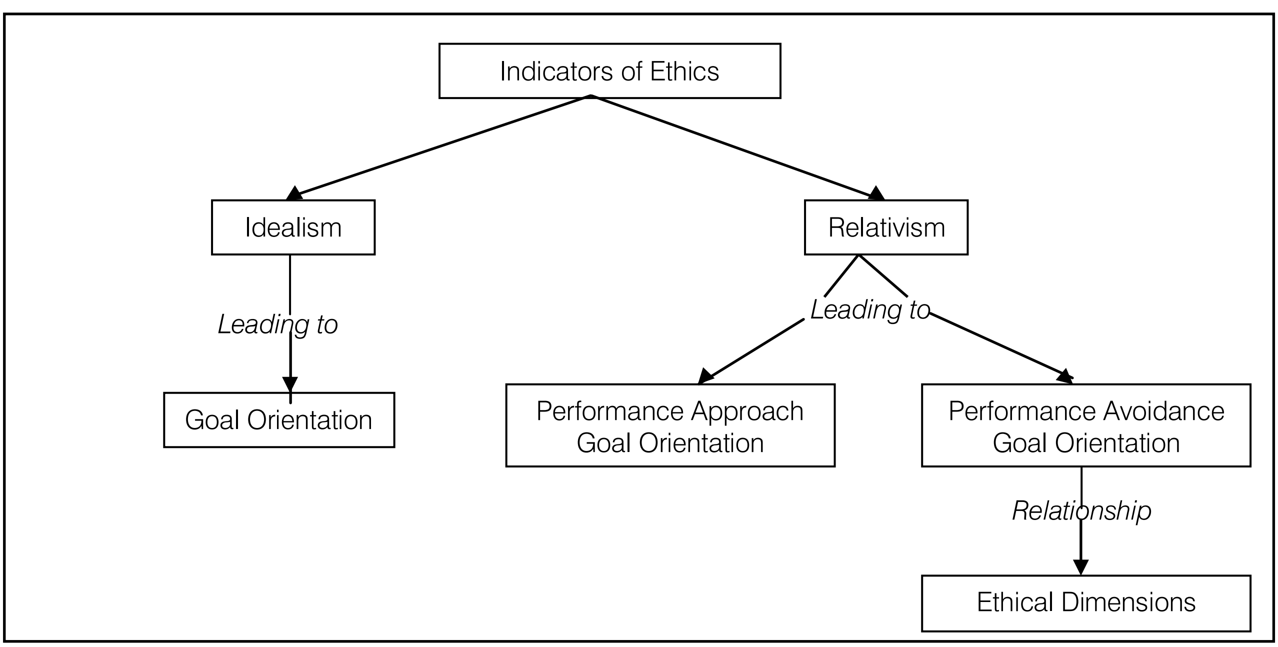

Figure 1: Roadway to Ethics & Goal Orientation

In order to bridge the gap between individual beliefs and set of standard norms coined as individual goal orientation and ethical ideologies, three broad parameters can be drawn to build connectivity with potential -personality and ethical-worth. The foundation of relationship integration is erected on Ethical Ideologies, Goals & Ethics and Goal Orientations – all lying on the motivational plane of relationship is illustrated in the given Figure 2.

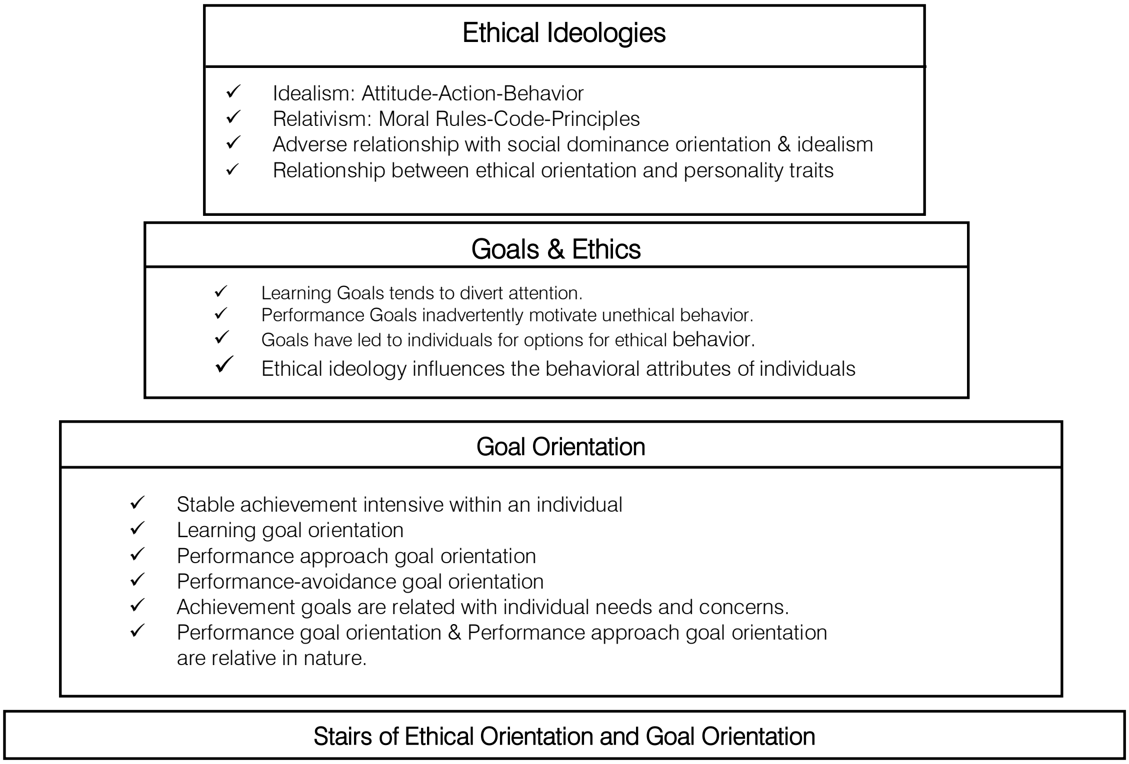

Figure 2: Orientation redefined though Ethics and Goals

b) Diversity Management and Ethics

The urge for excellence at the organizational ground is deeply rooted with human elements yielding crops of efficiency and productivity. A perfect blend of diversified values and potentials creates a sound working climate for the non-profiled work force contributing optimum outcomes in the qualitative and quantitative magnitudes. The scale of competence propounded by the ethical principles encourages the functional level of the executives in the organizational hierarchy. Appreciation of human ability, gratification of human rights and acknowledgment of human preferences are the key essentials of Diversity Management wherein ethics and productivity are merged with each other regardless of gender, age, religion, nationality and culture. The search for proficient human skill and its fair and equitable recognition in the diversified situations has become a difficult task for the executives. To get acquainted with others, to share the emotional state of mind, to understand the feelings –all amalgamate into the streams of diversified human actions supplemented by righteous decision making showcased as ethical soundness and fostering growth and prosperity. In spite of disparity in compassion, the recognition of the employees at times are assessed on the basis of performance versus potentiality. The exigent work forces need to be exposed through support, learning and collaboration. Managing diversity skills is an endeavor to pursue all work-groups of both genders to appreciate the energizing, creative, idealistic and rational body of collective human forces. In the colliding steps of individualistic views, profile, ethics and culture this diversity needs to be balanced reasonably so that the willing members feel a sense of equity in minimizing stress and maximizing employee productivity at workplace (Gentile, 1998).

c) Entity Value on Decision Making

The selection of proper course of action out of abundant available alternatives demands correct assessment based on perfect judgment device. In the organizational zone of actions the collective values of the managerial squad acts as a predictor of human resource decision-making. An individual self-esteem takes the shape of a valuable component in the thought process of organizational operations. The worth of individual entity gets transformed into group integration and touches the feat of organizational value under the framework of human resource verdict. The ingredient of ideals, preferences, attitudes, viewpoints make the value element as the most unique and enduring. Originating from the human mind, the life-line of human values confronts hurdles of divergence and dilemmas, share harmony of mutual collaboration and acquire the accepted value structures all motivating the managerial behavior in the context of a judicious decision making situation. Feasibility of value in the perspective of traditional approach or the rational focus of value plays a significant position in the individual and managerial decision-making processes (Gibson & Gamble, 1999).

Individual values have undergone transition with resistance and fear of cultural differences, inclination towards authentic peer behavior, prominence on teamwork over in-house contest and shift from avoidance to facilitate the productive expression. The wide array of HR decision-making issues is very well associated with the component of human value, the magnitude of which cannot be ignored or be overemphasized to sustain reasonable balance between the human factor and organizational expectations.

d) Legal perspective of Business Ethics

The ever-increasing complexities in the competitive market have multiplied its density in recent years. The progression of growth has joined hands with irregularities complemented with increasing unethical behavior among the participants of the corporate province. Every action attributed towards the welfare of people must be evaluated on the scale of translucent yardstick formulated by rules framed from time to time. The set of rules integrated within the legal edge acts as a protective and defending shield against all created immoral course of actions which is detrimental for human advancement. Corporate rules appended with ethical parameters govern the moral outlook and righteous way of business functioning (Linda et al, 1999).

Any code of conduct followed unanimously by the individuals at different situations are considered as statute and commonly accepted as 'Rules'. The fundamental spirit underlying any business rules comprise of truthfulness, integrity and ethical conduct in handling professional and personal relationships added with full, fair and accurate disclosure of reports with adherence to government rules and regulations. The rules are not solely confined to do's and don'ts but commands, delivers and guides all acts ranging risks to returns. A tree will be regarded as beneficial when it yields fruits for human survival and so is the nature characterized by the rules where its applicability and acceptability is included in the plane of ethical decision making. The accord between rules and ethical principles is stringed through the ethical decision process as identification of ethical issue, giving ethical verdict, initiating ethical performances, execution of ethical behavior as the aspects of ethical decision-making in real terms (Near & Miceli, 2001). This is depicted in Figure 3.

Identification of Ethical issue • Level of social development • Unawareness of others involvement • Remoteness from the affected people • Deliberate minimization of Ethical act.	**Making the Ethical Verdict** • Reason influenced intuition • Social interaction • Process of improvement
Initiating Ethical Performances • Autonomy • Reactions • Justification • Reward for Ethical performance	**Execution of Ethical behavior** • Clear cut intention • Transparent action • Compliance with rules • Expediting Ethical requirements

Figure 3: Four Quarters of Ethical Sphere

e) Diversified Ethics and Gender Differentiation

The tale of Adam & Eve commemorates the episode of humanity that both gender identities are inevitable and indispensable resources in creating the future, nurturing the past and believing the present in the accomplishment of the desired goal. The unified integration of 'man-woman' at times segregates themselves through the varied medium in terms of knowledge, psychology, attitude, biological attributes - all landing into the soil of discrimination and difference. The existence of divergence opens the doorway to variable ethical behavior in the organizational hemisphere. The age old tyranny of womanhood gets decomposed underneath by the social stigmas propounded and promulgated through the firm hands of man in the soil of living beings. In spite of the multifaceted role played by the women in the functional contribution of the globe, still the vacuum of tolerance remains imbalanced as the psychological constraints restricts the acceptability of women at the intricate layers of ethical understanding. The wall of difference between men and women remains shielded with social discrimination, mental dissonance and cultural conflicts. On the threshold of twenty-first century there is no reasonable argument to justify the age old disagreement for such inequality. The dimensions of outlook, behavior, views all culminate in the ever flowing waves of culture in the ambit of ideals, values, beliefs and aspirations. An upbringing of a child completes its journey to manhood or womanhood when the pillars of values disseminate through family, religion and social bodies. The building bricks of ethical foundation have its base seeded within the intelligence and mind of men and women which confronts conflicting situation bounded by prejudices, tradition and philosophy. In spite of diversifications in the system of lives, the disparity and dissimilarity seems natural, the unequal instinct gets recognition and distinctive attitudinal attributes are acknowledged in the arena of corporate culture and ethnicity (Gordon & King, 1998).

f) Business Ethics in International Organizations

The sustenance and the passion of institutions spread worldwide in the land of profitability and productivity are brought together under the unified umbrella of global code of ethics. The defined codes of ethical manual guides, directs and motivates the multinational bodies to elevate into the superlative platform of organizational culture. The mounting business trends encompassed with ethical understanding promotes and recognizes the essence of ethical diversity in the international arena. To combat with the rising corporate scandals among the trading organizations, ethical governance acts a building force for observance and maintenance of vigorous regulations designed with effective decision making mechanism and ethical values. The cross cultural relationships of various business entities within the prevailing climate and the possibilities of ethical dilemmas can be visualized from the ethical image existing at the core of global business practices (Near & Miceli, 2001). This is illustrated in Figure 4.

Table 2: Relating International Ethical 'Entities-Environment-Emergence'

Ethical Phenomenon					
Entities ⟷ Issues		Environment ⟷ Responsibilities		Emergence ⟷ Outcomes	
OECD	• Conflicting Interest • Inappropriate gifts • Sexual harassment • Unauthorized payment • Affirmative actions • Employee privacy • Environmental issues	Organizational culture	• Influencing employee behavior • Upholding corporate image • Building Relationship • Incorporating Ethical Code	Strong Ethical dilemma	• Creating misconceptions • Avoidance in inherent ability intellectual • Employee behavior remain inconsistent • Affecting institutional interest
ICC		Beliefs		Inability to handle	
ILO		Values		Un-uniform code of business Ethics	
CTC		Employee perceptions		Unpredictable situations	
		Potent tools			

OECD : Organization for Economic Cooperation and Development
ICC : International Chamber of Commerce
ILO : International Labour Organisation
CTC : Center for Transnational Corporation

At the helm of diversities of international organizations a standardized ethical code featuring salient aspects of business can be formulated for enforcement of universal code of ethics focusing on multivariate business situations across nations. A prime ethical code designed exclusively to handle multicultural, multinational, multilingual dilemmas at the background of international business bodies is a requisite in the coming years ahead.

V. Findings and Discussion

From the literature explicate in the paper a clear attempt can be made to identify the items underlying the proposed "BESQ" scale. The five broad domains identified are discovering goals & ethics, diversity management and ethics, entity value on decision making, legal perspective on business ethics and diversified ethics and gender differentiation. The basis of the creation of this scale has been literature review in the areas of discovering goals & ethics, diversity management and ethics, entity value on decision making, legal perspective on business ethics and diversified ethics and gender differentiation.

The scale may be considered to have five broad domains –

A. Discovering goals & ethics,
B. Diversity management and ethics,
C. Entity value on decision making,
D. Legal perspective on business ethics
E. Diversified ethics and gender differentiation

Each of the above domains con be independently considered to arrive at a handful of items for the scale. The items have been generated from a detailed literature study which has been a significant part of this paper. The following items can be comprehended as –

Domain A: Discovering Goals & Ethics

A.1 The organization is goal directed & looks into people management through MBO approach.

A.2 The organization allows individuals to be self merged with ethical ideologies.

A.3 There is a culture of idealistic employee behavior towards goal orientation.

A.4 Performance of employees is monitored by way of the goal oriented culture of the enterprise.

A.5 The enterprise successfully connects individual employees with the ethical worth.

Domain B: Diversity Management & Ethics

B.1 Organisational excellence is measured in terms of employee efficiency and productivity.

B.2 There is a perfect blend of diverse value systems and a sound working climate in the enterprise.

B.3 Workforce contribution is measured both in the qualitative and quantitative manner.

B.4 Gratification of human rights is a key measure in diversity management in the organization.

B.5 There is equitable recognition of all employees in diversified situation based on fairness.

Domain C: Entity Value on Decision Making

C.1 The organization takes care in selection of the proper course of action from any abundant available alternative.

C.2 Individual self esteem is allowed to take the shape of a valuable component within the organisational operational process.

C.3 The enterprise climate easily transforms individual entity into group intergration.

C.4 The organization exchanges mutual collaboration.

C.5 Value system and value structures are very pertinent in the context of any judicious decision making situation in the enterprise.

Domain D: Legal Perspective on Business Ethics

D.1 Business operations within the enterprise effectively follow all necessary legal bindings.

D.2 The legal age of the workplace acts as a protection and defending shield against all necessary immoral courses of actions detrimental for human advancement.

D.3 The principles of corporate governance are maintained through proper moral outlook and righteous way of business function in the organization.

D4. Truthfulness and Integrity are the pillars of all professional and personal relationship in the enterprise.

D5. There are necessary rewards for ethical performance of employees.

Domain E: Diversified Ethics and Gender Differentiation

E1. There is no discrimination and difference and there is complete culture of unified integration in the workplace.

E2. Management takes care towards harmonization of conflicting interest and maintaining employee privacy.

E3. Sexual harassment is strictly considered as a severe misconduct in the workplace.

E4. The organization encourages building relationship through responsibility sharing at work.

E5. The ultimate forces of the organization is the uphold the corporate image of the enterprise through effective diversity management.

VI. Conclusion

This paper is therefore a humble attempt of the authors to delineate the domains and items under each domain towards creation of proposed scale to measure business ethics & related practices for sustainable quality within an organization. The BESQ scale would thus focus on signifying the relevance of ethical business practices for globally sustainable organisational development.

The identified domain and related items derived from extensive literature review in the paper would lead to follow up research in this regard. This implies moving on for reliability and validity testing of the items towards justification of each of the items in relation to the proposed scale. This is the future direction of the study towards making the BESQ scale full proof. This paper therefore is a footing towards generating sustainable future for enterprises keeping ethical management practices in mind.

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Relationship between Freelancer Value Proposition and Freelancer Engagement in Gig Economy: Case of Ride Hailing Apps. In Indonesia

By Saesarian Izwardy, Lucky Alvindra, Adrian Pradipta, Happy Santosa & Nadhila Khairina

Universitas Prasetiya Mulya Jakarta

Abstract- Gig Economy phenomenon has become disruptor for business industry globally for the last couple of years. It is indicated by significant growth of Gig Workers population,in Indonesiaper 2017, 127 millions workers are categorized as gig worker, the numbers is continously growing. This research is aimed to understand every factor that constructs Freelancer Value Proposition (FVP) and the ones that affect in forming positive engagement between Ride Hailing platform and its drivers which categorizes as Gig Workers. This research specifically targets Indonesia populations and 238 Indonesia online driver partners have participated the survey. Exploratory analysis is usedto see which factors that construct FVP and determining correlation between independent and dependent variables. Result shows that Social Value, Developmental Valueand Hedonic Values affect postively toward Freelancer Engagement.

Keywords: gig worker, gig economy, freelancer value proposition, freelancer engagement, ride hialing application, indonesia.

GJMBR-A Classification: JEL Code: M00

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Keywords: gig worker, gig economy, freelancer value proposition, freelancer engagement, ride hialing application, indonesia.

I. Introduction

Sharing Economy term is widely used to describe all market transactions of under usage assets among people through online platform (Durden 2017). Various business models exist under it such as on-demand (Uber), gig (Task Rabbit), access (Spotify), collaboration (WeWork), platform (Amazon), rental (AirBnb) and peer-to-peer (Lufax). As a consequence of it, Sharing Economy is frequently referenced as Collaborative Economy, Gig Economy, Access Economy and On-Demand Economy. However, apart from its definition, Sharing Economy is real now and will keep growing significantly in future days.

Key concept behind Sharing Economy is to open value potency of unused or less used asset (idle capacity) and business model shifting from "heavy asset" to "light asset" ones (Durden 2017). Technology matches buyer/demand and seller/supply to lessen market inefficiency. For example, Uber with no cars, Airbnb with no hotels, Amazon with group of conventional stores and eBay that doesn't handle supply chain.

Charts released by Nielsen in 2013, shows that communities from various part of the world have been opened to Sharing Economy concept. The interesting part is, consumers in development countries seems more open for sharing comparing to them which reside in Europe or North America. The charts are based on Polling distributed over thirty-thousand Internet users over sixty countries. More than two third (68%) of the respondents state their interest in sharing financial profit. Same thing happened to 66% respondents related to their interest in using or renting goods or services in sharing community. First place comes to respondents in Asia Pacific, followed by South America and Middle East/Africa, and last is by half of Europe respondents and North America. If counting is done based on countries, the first three are China, Indonesia and Slovenia.

Table 1: Willingness to participate in share communities by region (Nielsen N.V. 2014)

Region	Willing to Share Own Assets	Willing to Share from Others
Global Average	68%	66%
Asia Pacific	78%	81%
Latin America	70%	73%
Middle East/Africa	68%	71%
Europe	54%	44%
North America	52%	43%

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Table 2: Top countries likely to share from others (Nielsen N.V. 2014)

Country	Willing to Share from Others
China	94%
Indonesia	87%
Slovenia	86%
Philippines	85%
Thailand	84%
Mexico	79%
Bulgaria	79%
Hong Kong	78%
India	78%
Brazil	78%

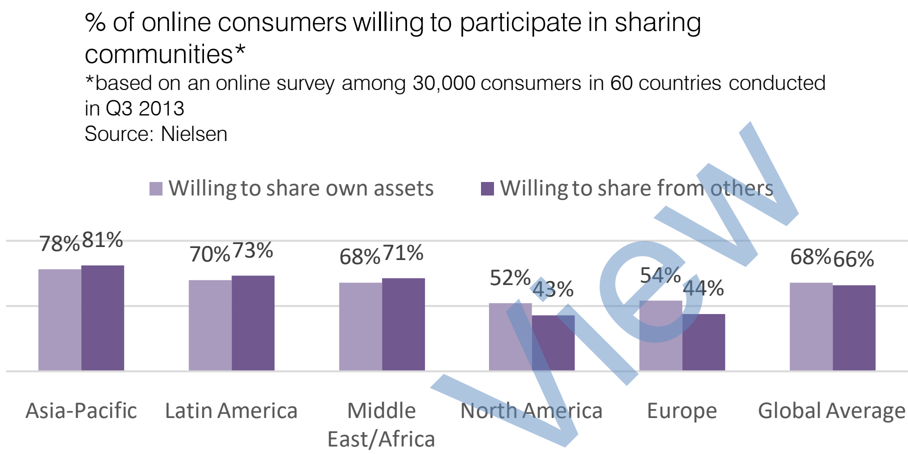
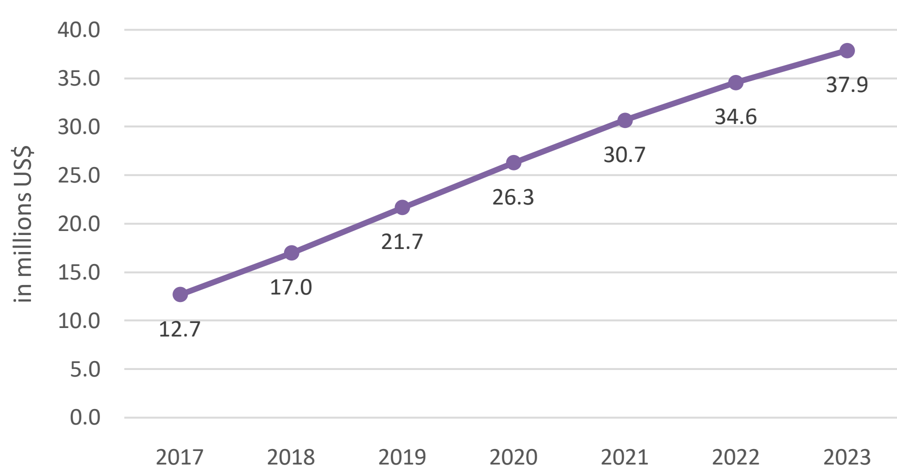


Figure 1: Rise of the Sharing Economy (Richter 2014)

More and more Indonesian millennials choose to work as Gig Workers. Bloomberg data show out that one third of 127 million workers in Indonesia, categorized as Gig Worker or work less than 35 hours per week in 2017. Aligned to it, service provider for job seeker and company that is looking for workers (on-demand worker) grows up to 26% in last year (Setyowati 2018).

Growth of Ride Hailing service in big cities also being part of global growth trend known as "gig", "sharing" and "on-demand" economy. By now, Ride Hailing is still the fastest growing segment on the Online Mobility Services market in Indonesia. In 2019, there are 21.7 million drivers (penetration rate at 8%) with total revenue at $3,630 million. Analysts predict the number of drivers will grow up to 13.5% becoming 34.6 million drivers and the total revenue is predicted to grow until 22.9% becoming $8,275 million (https://www.statista.com/outlook/368/120/ride-hailing/indonesia, 2019).



(https://www.statista.com/outlook/368/120/ride-hailing/indonesia, 2019)

Figure 2: Ride Hailing Driver Partners Growth

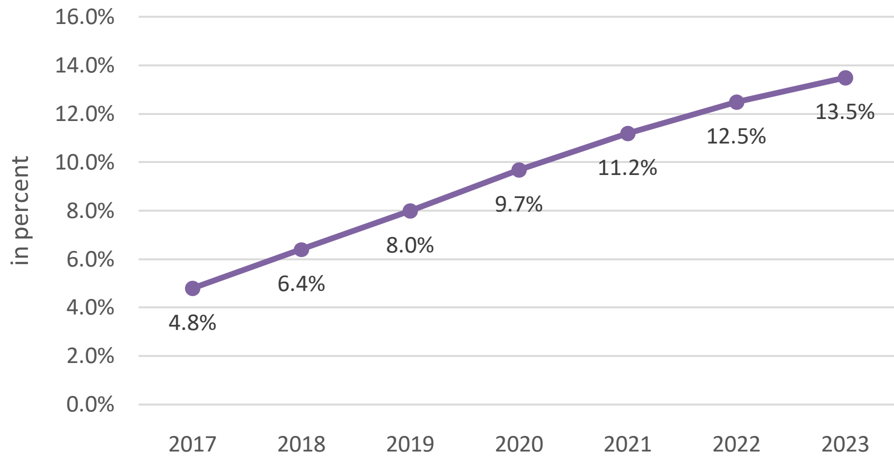


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Figure 3: Ride Hailing Driver Partners Penetration Rate

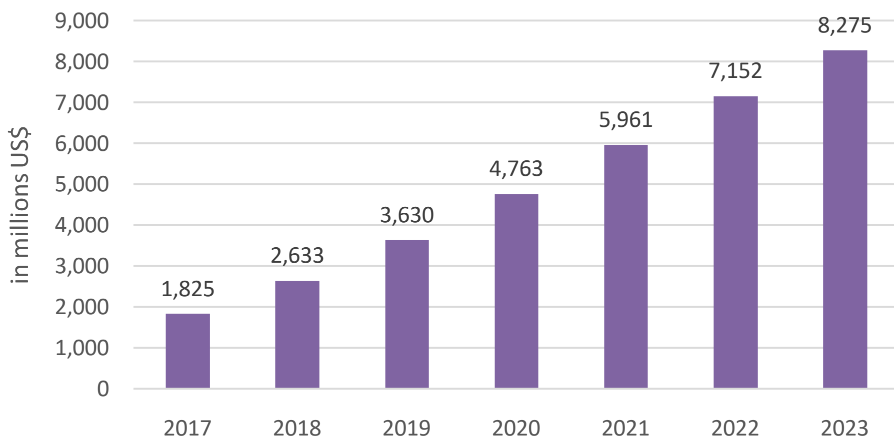

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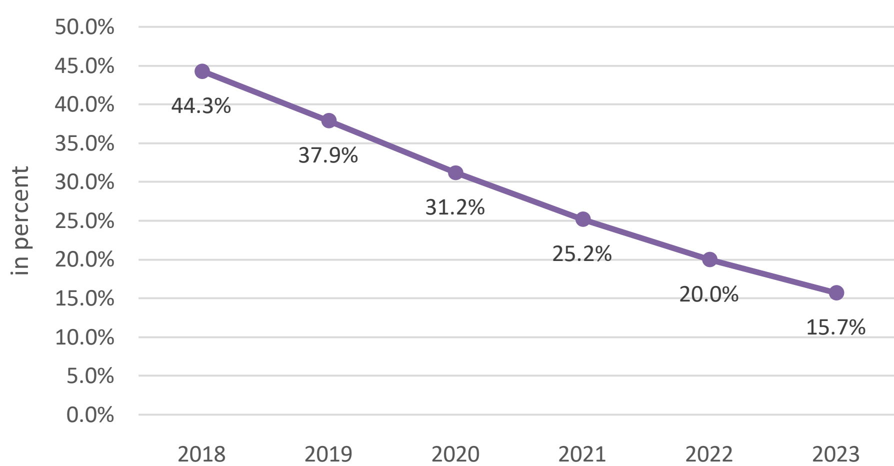
Figure 4: Ride Hailing Driver Partners Total Revenue



(https://www.statista.com/outlook/368/120/ride-hailing/indonesia, 2019)

Figure 5: Ride Hailing Driver Partners Total Revenue Growth

Purpose of this research is trying to discover if Employee Engagement of freelancer workers or driver partners that has been tested previously (Nawaz et al. 2019) is applicable in Ride Hailing industry in general. By knowing Employee Engagement of working partners in Ride Hailing industry, Ride Hailing platforms are expected to have a better understanding about their partners, so they can make better decisions and develop more suitable strategies ahead. By having a better partnership level, they are expected to have a better competitive advantage among competitors.

II. Literature Review

a) Worker

Gig Worker is a term that is frequently used to define worker who is working under the Gig Economy industry. There are a lot of definitions for the Gig Economy, the one that is commonly used to described is a field of work in which customer is given a short-term task to an individual, through an online independent platform (Schafer & Schwarzkopf,2019).Hence, those who works under that situation isreferred as Gig Worker. Gig Worker definition itself is relatively variessince the terms is relatively new. There are several characteristicsthat definesGig Worker, a flexible working arrangement based on client request; worker provides their own working place; the job is given through platform that connects the worker, customer and platform intermediates (Steward & Standford, 2017). Furthermore, Gig Worker is bound by the location, in which in order to finished the task given both worker and customer have to be in the same geography location.

Some of the known example of Gig Worker is those who works under the Ride Hailing apps. such as Uber, Grab or Go-jek. Furthermore, those who works in food delivery service such as Ubereats, Go-food, Grab Food and Food panda is also included as Gig Worker. Bothjobs have the same characteristics which describes gig worker in general.

b) Freelancer Engagement

Employee engagement is a concept that is used to define employee involvement and commitment to their job. Employee engagement is a form of employee retention (Schmidt era k., 1993). Employee who is disengagewill show relatively lower working performance in which they work is not satisfactory, effortless, automatic and robotic (Pandey and David, 2013).

Based on Khan (1990, 1992) definition, there are three physiological conditions that increase employee engagement level: meaningfulness, safety and availability. Meaningfulness is described as intrinsic value that employee attached to his/her job (May et al., 2004). Safety is defined as situation in which employee can freely express themselves authentically in their job, mostly determined by their interpersonal interaction to other employees (Pandey and David 2013). Last, availability talks about employee feeling on how they can be fully supported in terms of physical, cognitive and emotional resource to finish their job (Pandey and David, 2013). Maslach et al (2001) furthermore stated thatworkload, control, rewards and recognition, community and social support, perceived fairness and values arefactors thatare in associated to employee engagement. Proper fulfillment related to those factors will increase employee engagement to his or her job.

In same way, freelancer engagement can be defined as freelancer involvement and commitment to profession. Contrast to what literatures above talk, Barlage et al (2019) argues that employee engagement concept can be applied to freelancer, especially for those who work in Gig Economy. This is due to the same logic applied between both employee and freelancer, in order to execute their job.

c) Social Exchange Theory

Social exchange theory tries to explain social interactions between human and it's society. In general, human is interacting with his or her society based on has-to-docost-benefit analysis, depends on their own preferences and perception. Human evaluates the cost and benefit either subconsciously or not. Human will prolong those relationship that perceived has maximum values (Edyardsson et al., 2011)

d) Freelancer Value Proposition

Freelancer value proposition is a term that is used to describe values that freelance received by working in the freelance platform as a return fromfulfilling certain task or service (Nawaz, Zhang, Mansoor, dan Ilmudeed, 2019). Freelancer Value Proposition (FVP) is a concept that is basedon the Employee Value Proposition Concept (EVP). EVP is traditionally used to describe tools that mostly used to improve interrelationship between company and its employee, in which company is able to figure out what kind of values is employee longed and searched for and employee can also understand whether the company is fitting for them. EVP is also tools that can be used tostrategically to improve business outcome, in which values that is offered or given are aligned with what employee islooking for. If the values aligned,then the relationship will be beneficial for both parties, in which the relationship will be strong, for the long term and beneficial (Marriot Jr,2001b).

In order to get attributes that construct the Employee Value Proposition need to be formed through continues improvement. Usually the attributes are identify through listening and observation employee at work (Nawaz et al., 2019). Attributes for Employee Value Propositionis varies in different industry (Pratibha, 2015). Nawaz, Zhang, Mansoor and Ilmudeed identify that the employee value proposition is also applicablefor the freelancer, hence theycoined the termFreelancer Value Proposition. Referring to their journal, they identify six values that attribute to the Freelancer Value Proposition which are, Economic Value, Social Value, Autonomy Value, Developmental Value, Hedonic Value and Work Life Balance Value.

e) Economic Value

Economic value in this context refer to the compensation received by the employee once they have finished a task. Wang (2004) stated that economic factors in form of reward hava a huge part in building and maintaining employee and company sustainability. Bratton and Gols (1994) stated that reward included all form financial benefit that is received by the employee as form of relationship between company and its employee. Mostazz (1988) stated that when an indivdu enter an organization they have skills, desires and goal, hence they also expect that the company is able to fully maximized their skills, fulfilled their desires and help them to achieve their goal. Employee feel sense of attachment to the company and better performance if they received reward and recognition. Reward is proven to increase level of efficiency and performance of employee in doing their work (Jehanzeb et al,. 2012).

In the gig worker context, most of the primary motivation to work in the platform is to fulfill their economy needs, either as primary or supplementary income (Schewellnuss et al., 2019). Nawaz (2019) also stated that economic value play a big part as the main motivation for worker to join the Gig Economy. Hence from the above mentioned fact we can hypothesized that

H1: Economic Value as part of Freelancer Value Proposition contributes positively to Freelancer Enagagement.

f) Social Value

In general, human is a social being. Hence, it's undeniable that social value plays a big part as a motivation for decision making in daily life. Social value is defined as set of beliefs and principles that accepted by majority, and being applied in order to ensure continuity of society (Soykan, 2007). Those values held are part of criteria and opinions of what society is expected (Türkkahramana, 2013).Having a job is one of method used to elevate one's societal status (Nawaz et al,.2019). Having a job will increase individual reputation in its peer group. Furthermore, research suggests an individual to utilizes online platform to gain recognition from its peer group (Carrillo & Gaimon, 2004).

H2: Social Value as part of Freelancer Values Proposition contributes positively to Freelancer Engagement.

g) Autonomy Value

Nowadays autonomy is defined to explain someones ability to self-govern and decide their own conduction. Autonomy value in job is defined as condition in which an individual has the ability to self-govern and being free from external excessive control (van Hoorn, 2018). Autonomy value itself is one of the most important intrinsic factor that increase knowledge sharing in organization (Foss et al,.2009). On top of that, at traditional organization, autonomy is scored as one factor that increase employee commitment to organization (Aube et al., 2007). The project based works and temporary organizationshave a very high level of autonomy, hence itis becoming one motivation for the workers (Hanis et al., 2016).

H3: Autonomy Value as part of the Freelancer Value Proposition contributes positively to Freelancer Engagement.

h) Development Value

Developmental value is defined as value that attracts employee because company gives recognition, self-worthiness and confidence to its employees. Furthermore, the attraction can be resulted from company supports for employee career enhancing experience that may lead to development of employee capability and competitiveness in market (Biswa and Suar, 2013). Developmental value is scored as one of the most important dimension which employees are looking for in a company.Employee values company that give chances for employee development (Jian and Iles, 2011). Lack of chance of personal development at company will lead to high turn over rate at company (Hausknecht et al,. 2009). Freelancer in general has the flexibility to pick variety of projects, exposures and challengesthat will supportemployee development (Nawaz et al,. 2019).

H4: Developmental Value as part of the Freelancer Value proposition contributes positively to Freelancer Engagement.

i) Hedonic Value

Hedonic values merupakan kombinasi dari enjoyment, fun, pleasure, Excitement dan precieved benefit yang dirasakan seseorang ketika menggunakan produk, serviceat atupun aktivitas. Enjoyment merupakan salah satu faktor kuat yang mengkontribusi user dalamsharing economy, dimana platfrom economy ada di dalamnya (Nawaz et al,. 2019).

Hedonic values are combination of enjoyment, fun, pleasure, excitement and perceived benefit that is felt by user of the service, product or activity. Enjoyment is known to be one of the strongest factor that motivate user in sharing economy, where economical platform resides (Nawaz et al,. 2019).

H5: Hedonic Values as part of the Freelancer Value proposition contributes positively to freelancer engagement.

j) Work Life Balance Value

Work life balance values defines as one's capability to combine job and it's personal responsibility successfully (Greenhaus et al,. 2003). A lot of research shows that work life balance is one of the most important aspect for employees. Work life balance proven to boost employee performance I terms of productivity, creativity, satisfaction and commitment employee to his or her job (Nawaz et al., 2019).

H6: Work life balance Values as part of the Freelancer Value Proposition contributes positively to freelancer engagement.

III. Methodology

a) Research Model

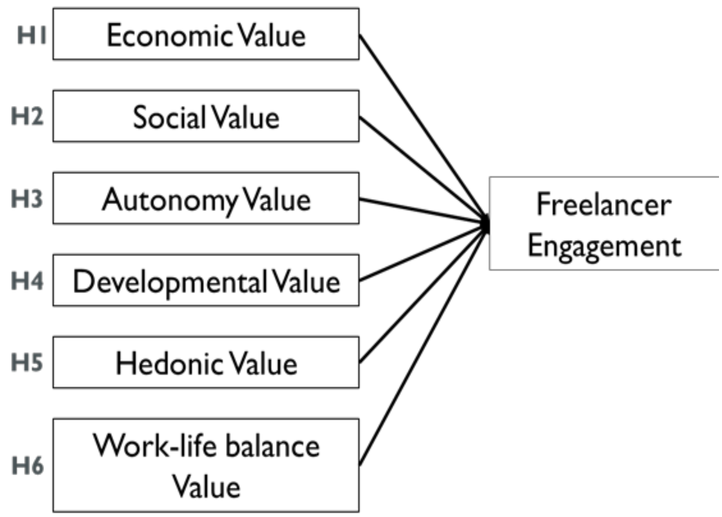


Figure 3: Research Model

In order to find out relationship between six Gig Worker values and a Gig Working platform, a model is built for the research. Model of conceptual framework above illustrates tendency of Economic Value, Social Value, Autonomy Value, Development Value, Hedonic Value and Work-Life Balance Value toward the Freelancer Engagement of Gig Working platform. Six Gig Worker values as independent variables are examined for the significance toward Freelancer Engagement which is the independent variable. This model is central of this research in context of Ride Hailing industry in Indonesia.

b) Instrument Design and Measurement of Construct

The research was initiated by interviewing some Gig Workers in order to gain insights about values which influence their level of engagement for a Gig Working platform. Interview questions refer to literature review on Freelancer Value proposition (Nawaz et al, 2017). Twelve Ride Hailing drivers were interviewed. It is found out that their values and level of engagement indicate six values that influence the level of commitment and motivations: Economic Values, Social Value, Autonomy Value, Development Value, Hedonic Value and Work-life Balance Value. The scale of measurement for each construct are developed using literature review and qualitative interview

Economic value of Gig Workers is measured by three questions which are adapted from Alnıaçık et al (2012) and Lee et al (2018)

(1) I am getting an above average basic salary.
(2) I save more money because of participating in this freelancing platform.
(3) I can find good deals in freelancing platform.

Social value of Gig Workersis measured by three questions which are adapted from i Sweeney & Soutar (2001) and T. C. Zhang, Jahromi, & Kizildag (2018)

(1) This freelancing platform would make a good impression on other people.
(2) Freelancing platform helps me make new friends.
(3) This freelancing platform is recommended by my friends.

Work-life Balance Value of Gig Worker are measured by three questions which are adapted from Wu et al (2013)

(1) There is a good fit between my personal life and work life.
(2) I have enough time for my family or other important people in my life because of freelancing.
(3) My work offers schedule flexibility.

Autonomy value of the Gig Workers are measured by two questions which are adapted from Spanuth & Wald (2017)

(1) I had the opportunity to set my own priorities at work
(2) I have autonomy in setting my income per hour rate

Development value of Gig Workers is measured by three questions which are adapted from Reis et al (2017) and Ronda et al (2018)

(1) Feeling more self-confident as a result of working for a particular freelancing platform.
(2) I am gaining career-enhancing experience in my freelancing platform.
(3) Freelancing platform is springboard for future employment.

Hedonic value of Gig Workers is measured by two questions adapted from Hamari et al., (2016)

(1) I think freelancing is enjoyable
(2) I think freelancing is fun

Freelancer engagement of Gig Workers are measured by four questions which are adapted from Fletcher, Bailley, Robinson, Alfes (2014)

(1) I find the work that I do full of meaning and purpose
(2) I am enthusiastic about my job
(3) I am proud on the work that I do
(4) At my work I always persevere, even when things do not go well

c) Sample and Data Collection Procedures

The research was continued by distributing online questionnaire via google form to the Gig Workers in greater Jakarta. The number of Ride Hailing drivers (4 wheel) are approximately one thousand drivers in Jabodetabek area for Grab and GoJek platform. There are 238 surveys returned from the drivers and 220 of them are used for data analysis. Each item used five-point Likert scale in which 1 representing "Strongly disagree" to 5 representing "Strongly agree".

IV. Analysis

a) Demography Information

Demographic information was examined, such as age, gender, duration of work in organization, marital status, and educational level. With a total of 238 samples, TABLE: IV-Ishows sample's demographic details of responses. Majority respondents were around 35 until 44 years old those are 103 respondents (43.28%) followed by 77 respondents were around 25-34 years old (32.35%) and 51 respondents were around 45-54 years old (21.43%). Based on gender variable, it can be concluded that Ride Hailing industry were dominated by men with 235 respondents (98.74%). For other variables: duration of work in organization were 2-3 years with 114 respondents (47.9%), marital status was married with 219 respondents (92.02%), and educational level were high school degree with 133 respondents (55.88%).

Table IV: I Demographic Information of Respondents

Variable	Description	Frequency	Percentage
Age	18-24 Years	4	1.68%
	25-34 Years	77	32.35%
	35-44 Years	103	43.28%
	45-54 Years	51	21.43%
	>54 Years	3	1.26%
Gender	Male	235	98.74%
	Female	3	1.26%
Duration of Work in Organization	0-1 Years	104	43.70%
	2-3 Years	114	47.90%
	4-5 Years	18	7.56%
	>5 Years	2	0.84%
Marital Status	Single	19	7.98%
	Married	219	92.02%
Educational Level	Elementary School	17	7.14%
	Middle School	41	17.23%
	High School	133	55.88%
	Associate's Degree	26	10.92%
	Bachelor	20	8.40%
	Graduate	1	0.42%
	Post Graduate	0	0.00%

b) Validity and Reliability Analysis

This study uses six constructs that were analyzed using validity and reliability test. Validity test was done with Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) with expected value above 50%, and the factor loading above 30%. Reliability test was done with Cronbach's Alpha test with expected value above 60% for this exploratory research. Both tests were conducted using SPSS software. From 238 responses, 18 were unused and taken out from the analysis. Table: Iv-Ii Shows the result details of validity and reliability tests for each construct statement.

Table: IV-II Validity and Reliability Test Result

Construct	Construct Value Statement	Loading Factor	KMO	Cronbach's Alpha
Economic Value (EV)	I am getting an above average basic salary	0.768	0.699	0.832
	I save more money because of participating in this freelancing platform	0.81		
	I can find good deals in freelancing platform	0.674		
Social Value (SV)	This freelancing platform would make a good impression on other people	0.751	0.691	0.772
	Freelancing platform help me make new friends	0.655		
	This freelancing platform is recommended by my friends	0.686		
Work Life Balance Value (WV)	There is a good fit between my job and my personal gain	0.768	0.717	0.854
	I have enough time for my family or other important people in my life because of freelancing	0.829		
	My work offers schedule flexibility	0.738		
Autonomy Value (AV)	I had the opportunity to set my own priorities at work	0.825	0.5	0.786
	I have autonomy in setting my income per hour rate	0.825		
Developmental Value (DV)	Feeling more self-confident as a result of working for a particular freelancing platform	0.739	0.618	0.687
	I am gaining career-enhancing experience in my freelancing platform	0.749		
	Freelancing platform is springboard for future employment	0.445		
Hedonic Value (HV)	I think freelancing is fun	0.951	0.5	0.947
	I think freelancing is interesting	0.951		
Employee Engagement (EE)	I find the work that I do full of meaning and purpose	0.703	0.799	0.896
	I am enthusiastic about my job	0.833		
	I am proud on the work that I do	0.842		
	At my work I always persevere, even when things do not go well	0.702		

The result shows that all the data set had KMO above 50%, factor loading above 30% and Cronbach's Alpha above 70%, this indicates all data set were valid and reliable.

c) Descriptive Analysis

The descriptive analysis methods such as mean and standard deviation were conducted using SPSS software. Mean level of 3.00 was used as an average scale for the five-point Likert scale used in this research questionnaire. The mean obtained for Freelancer Engagement was 4. 5, this indicates that the respondents had an engagement to the company and high probability to stay within the company. The demographic information also states that majority of respondents already worked around 2-3 years in the company. Table: Iv-Iii shows the overall means for each construct.

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Table: IV-III Overall Means for each Construct

Construct	Mean
Economic Value (EV)	3.96
Social Value (SV)	4.48
Work Life Balance Value (WV)	4.08
Autonomy Value (AV)	4.49
Developmental Value	4.04
Hedonic Value (HV)	4.35
Employee Engagement (EE)	4.52

d) Correlation Analysis

For further information correlation analysis was also conducted to test correlation for each construct. Results with the highest correlation were Economic Value and Work Life Balance Value with 0.755 point. This indicates that in the Ride Hailing industry, respondents were able to get decent to above average income while maintaining their work life balance. Table: IV-IV shows the correlation between each construct.

Table: IV-IV Correlation Between Construct

	Economic Value	Social Value	Work Life Balance Value	Autonomy Value	Developmental Value	Hedonic Value
Economic Value	1					
Social Value	0.575	1				
Work Life Balance Value	0.755	0.582	1			
Autonomy Value	0.639	0.655	0.737	1		
Developmental Value	0.737	0.583	0.718	0.674	1	
Hedonic Value	0.703	0.641	0.753	0.676	0.707	1

e) Regression Analysis

Regression test were conducted to see correlation between independent variables and dependent variable. The research model has six independent variables: Economy Value, Social Value, Work Life Balance Value, Autonomy Value, Developmental Value and Hedonic Value. They are expected to affect the independent variable, Freelancer Engagement.

Results in Table: Iv-V shows that Economic Value has a negative relationship toward Freelancer Engagement. This indicates that there was no effect from Economic Value toward Freelancer Engagement. Other constructs have positive relationships to ward Freelancer Engagement which indicates the positive effect from each construct to Freelancer Engagement.

Table: IV-V Regression Result

Hypothesis	Beta	t	Sig	Result
Economic Value → Freelancer Engagement	-0.172	3.091	0.002	Supported
Social Value → Freelancer Engagement	0.302	6.523	0.000	Supported
Work Life Balance Value → Freelancer Engagement	0.015	0.251	0.802	Not Supported
Autonomy Value → Freelancer Engagement	0.076	1.415	0.159	Not Supported
Developmental Value → Freelancer Engagement	0.147	2.697	0.008	Supported
Hedonic Value → Freelancer Engagement	0.595	10.603	0.000	Supported

V. Discussion and Implication

This study is aimed to understand correlation between Freelancer Value Proposition (FVP) and Employee (freelancer) Engagement toward Ride Hailing Platform apps in Indonesia. It is expected that based on findings in this study, platform company could build a better relationship program in correlation to the freelancers and improve the platform service level. Researcher proposes to use six dimensions of FVP: Economic Value (EV), Social Value (SV), Autonomy Value (AV), Developmental Value (DV), Hedonic Value (HV), and Work-life Balance Value (WV) in order to find its correlation to freelancer engagement to the platform. Unfortunately, data for Work Life Balance Value (WV) and Autonomy Value (AV) are not sufficient to explain correlation toward Freelancer Engagement. Apart from EV, all other FVP have strong positive correlation with freelancer engagement. The strongest correlation FVP was Hedonic Value, followed by Social Value, and Developmental Value.

EV itself based on an article by Tomas Chamorro-Premuzic published by Harvard Business Review (HBR), titled Does Money Really Affect Motivation? A Review of the Research (2013), pay is a psychological symbol and the meaning of money is largely subjective, and for this case the economic value has negative correlation with freelancer engagement. Ride Hailing industry itself in Indonesia is monopolized by two companies: GOJEK and Grab, causing a tight competition among those two. The competition created price-war that not only for winning end-customer but also to attract driver partners (freelancer) to join the platforms. ABI Research, as quoted on Sindonews.com, stated that Grab won 63.6% of Ride Hailing market share in Indonesia, while GOJEK 35.3%[1]. Indonesian government sets Regional Minimum Salary (UMR) to ensure people get enough paid and this standard is also used by Ride Hailing platforms to set incentive schemes for its driver partners. These schemes make drivers income become hygienic.

Top two strongest correlations are HV and SV, according to Nawaz, Zhang, Mansoor, and Ilmudeen (2019). It is stated that "hedonic value is a combination of enjoyment, fun, pleasure, excitement and perceived benefits which a person experience while using product, service or performing any activity." So, the more enjoyment on what freelancers do as Ride Hailing driver partners, the better engagement rate it brought toward the platform. Still according to Nawaz, Zhang, Mansoor, and Ilmudeen (2019), "Social interaction and networking is basic instinct of human being." It means when people belong to a group or community that fit with their purpose and goals, they will become more engage to the organization, or in this case the platform.

a) Limitation and Future Directions

This study was still the first step to understand correlation between FVP and Freelancer Engagement to the platform. Further deep interview is required to have better understanding. Especially, for the Ride Hailing platform that expect to reduce incentives cost at certain level. Further study probably can focus on other freelancers in different industry (i.e. e-commerce merchants) and demographics.

Appendix 1– Survey Instrument

Construct	Item	Measures	Source
Economic Value (EV)	EV1	I am getting an above average basic salary	Alnıaçık et al (2012) and Lee et al (2018)
	EV2	I save more money because of participating in this freelancing platform	Alnıaçık et al (2012) and Lee et al (2018)
	EV3	I can find good deals in freelancing platform	Alnıaçık et al (2012) and Lee et al (2018)
Social Value (SV)	SV1	This freelancing platform would make a good impression on other people	i Sweeney &Soutar (2001) and T. C. Zhang, Jahromi, &Kizildag (2018)
	SV2	Freelancing platform help me make new friends	i Sweeney &Soutar (2001) and T. C. Zhang, Jahromi, &Kizildag (2018)
	SV3	This freelancing platform is recommended by my friends	i Sweeney &Soutar (2001) and T. C. Zhang, Jahromi, &Kizildag (2018)
Work Life Balance Value	WV1	There is a good fit between my job and my personal gain	Wu et al (2013)

(WV)	WV2	I have enough time for my family or other important people in my life because of freelancing	Wu et al (2013)
	WV3	My work offers schedule flexibility	Wu et al (2013)
Autonomy Value (AV)	AV1	I had the opportunity to set my own priorities at work	Spanuth& Wald (2017)
	AV2	I have autonomy in setting my income per hour rate	Spanuth& Wald (2017)
Developmental Value	DV1	Feeling more self-confident as a result of working for a particular freelancing platform	Reis et al (2017) and Ronda et al (2018)
	DV2	I am gaining career-enhancing experience in my freelancing platform	Reis et al (2017) and Ronda et al (2018)
	DV3	Freelancing platform is springboard for future employment	Reis et al (2017) and Ronda et al (2018)
Hedonic Value (HV)	HV1	I think freelancing is fun	Hamari et al., (2016)
	HV2	I think freelancing is interesting	Hamari et al., (2016)
Employee Engagement (EE)	EE1	I find the work that I do full of meaning and purpose	Fletcher, Bailley, Robinson, Alfes (2014)
	EE2	I am enthusiastic about my job	Fletcher, Bailley, Robinson, Alfes (2014)
	EE3	I am proud on the work that I do	Fletcher, Bailley, Robinson, Alfes (2014)
	EE4	At my work I always persevere, even when things do not go well	Fletcher, Bailley, Robinson, Alfes (2014)

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Embracing E-Government during the Covid-19 Pandemic and Beyond: Insights from the Gambia

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Abstract- This study tries to examine The Gambia Government's adoption of e-Government practices during the coronavirus (henceforth, COVID-19) pandemic. Due to the phenomenological nature of the unfolding health crisis, this study adopts an online content review based on researchers' observation of the e-Government platforms leveraged during the crisis.

Our results show that there is a huge opportunity to leverage e-Government during the pandemic. Moreover, our findings contribute to the literature by arguing that the opportunities e-Government presents to The Gambia government during a health crisis are endless: governmentcitizen engagement is intensified through online interaction, the effective flow of bidirectional information enables citizens to participate in the governance process and thus promote trust in their elected officers, high interactivity provides transparency and improves the quality of public services delivery, the e-Government is an enabler of reliable and trustworthy public health and safety information during the pandemic and thus enhances public awareness, participation, and support in controlling the health pandemic.

Keywords: e-Government, Coronavirus, e-Administration, The Gambia, Public Management.

GJMBR-A Classification: JEL Code: M19

EMBRACINGEGOVERNMENTDURINGTHECOVID19PANDEMICANDBEYONDINSIGHTSFROMTHEGAMBIA

Strictly as per the compliance and regulations of:

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Lamin B. Ceesay [α] & Malang B.S. Bojang [σ]

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Our results show that there is a huge opportunity to leverage e-Government during the pandemic. Moreover, our findings contribute to the literature by arguing that the opportunities e-Government presents to The Gambia government during a health crisis are endless: government-citizen engagement is intensified through online interaction, the effective flow of bidirectional information enables citizens to participate in the governance process and thus promote trust in their elected officers, high interactivity provides transparency and improves the quality of public services delivery, the e-Government is an enabler of reliable and trustworthy public health and safety information during the pandemic and thus enhances public awareness, participation, and support in controlling the health pandemic.

Despite the opportunities of e-Government adoption in time of health crisis, our results argue that four strategies inhibit the Government's e-Services-citizens engagement: integrated content design, interactivity, content management, and choice of e-Sites. However, more empirical research is needed to provide context-specific issues confronting e-Government initiatives in The Gambia. Such results will further advance the research and application of e-Government, particularly in Africa.

Keywords: e-Government, Coronavirus, e-Administration, The Gambia, Public Management.

I. Introduction

Electronic government (henceforth e-Government) is often signalled as a way forward for governments around the world to achieve efficiency and better service delivery to both citizens and businesses (Dada, 2006). This has made e-Government not just a choice but a requirement for countries seeking for good governance and quality public service delivery. In fact, numerous scholars (e.g., Bojang, 2019; Heeks, 2002; Yildiz, 2007) recognized the enormous benefits of e-government adoption: greater political participation by citizens, improved transparency in public administration, and reduction public sector corruption.

The adoption of e-Government projects during a global health crisis (e.g., coronavirus pandemic), allows countries to provide relevant health and safety related information and emergency contacts using various e-Service platforms including the national admin portals, mobile apps and social media platforms. Despite the important role of these digital platforms, recent study of the national portals of the 193 United Nations Member Countries, the study reveals that up to 57% (of 110 countries) have put in place some kind of information on COVID-19, while about 43% (83 countries) did not provide any information (United Nations Division for Public Institutions and Digital Government, 2020). In the face of high "fake news" associated with unverified information on numerous digital media platforms (e.g., WhatsApp, Facebook, Twitter) and plethora of government-sponsored "fake news" between 2017-2020 (Lin *et al*., 2020) make e-Government projects alternative sources of more reliable, and relevant information about the health crisis(Destiny Apuke and Omar, 2020; Elías and Catalan-Matamoros, 2020) and thus ensure public safety and protects lives and livelihoods. Due to the interactive nature of digital media, trust between citizens and their government is further strengthened (Parent et al., 2005; Warkentin et al., 2002) allowing citizens to be engaged and informed about governance practice. Despite the potential positive roles of e-Government during global health crisis, there is a relative paucity of literature in the field.

Thus, our study tries to contribute to the literature by examining how The Gambia government leverages e-Government projects for citizen effective engagement during the global coronavirus pandemic. Specifically, the objective of this paper is twofold: (a) to discuss the application of e-Government practices during the pandemic, and (b) to discuss the effective e-Government-citizen engagement practices in time of crisis and beyond. Thus, the adoption of various e-Government initiatives has the potential to address the increased global *fake news,* promote government-citizens engagement particularly in period of global health pandemic. To do these, we adopted content analysis of digital media based on researchers'

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observation of the government's e-Government projects during the crisis.

The research starts with a brief introduction of the paper. The second section discusses the normative literature and challenges of e-Government. The second section highlights the research problems and a brief history of coronavirus pandemic. Section three describes the research method adopted in this study followed by section four which analyses the empirical data. The final section is the discussion, conclusion and future research agenda are briefly discussed.

II. Literature Review

a) The Application of E-Government

E-Government, which lacks a universally accepted definition (Yildiz, 2007), is a generic term for web-based services from governments and other relevant stakeholders. However, according to the Working Group on e-Government in the Developing World, e-Government involves the use of information and communication technologies (ICTs) to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information, and make government more accountable to citizens. These services might be delivered through integrated e-Government platforms: the internet, telephone, community centres, wireless devices or other communications systems (Palvia and Sharma, 2007:2). Thus, IT infrastructure, and other digital technologies are critical aspects of e-government application, but more so beyond the technical to efficiency of public service delivery (Dada, 2006; Heidegger, 1978). While the extant literature emphasized the importance of IT-enabled e-services, however, studies found several factors influence citizens' adoption of e-government projects: some of these include usefulness, trust, data security, internet safety, and privacy (see, Carter and Belanger, 2003; Huang et al. 2002; Hung et al. 2006).

Information technology is a catalyst for administrative and economic reforms across the world. For example, Singapore though limited in natural resources but exploit the potentials of ICTs in transforming her economy and hence national development (Chua, 2012). In Nigeria, Ojo (2014), argues that on e-Governance allows effective political participation and public governance on development and socio-economic issues confronting the society.

b) The challenges of e-Government success

Numerous studies indicate basic challenges of e-Government implementation, particularly in emerging countries (e.g., Bojang, 2019; Dada, 2006; Heeks, 2003; Ndou, 2004; Nkohkwo and Islam, 2013) and in the African continent (e.g., Nkohkwo and Islam (2013). For instance, recent studies found several challenges of Africa's e-Government adoption, including the high disparity in digital gap across many regions and countries in Sub-Saharan Africa (Evans and Yen, 2006), lack of leadership and institutional readiness (Ran Kim, 2012), high cost of IT systems infrastructure (Heeks, 2002; Schuppan, 2009) and low literacy, and various cultural factors (Rorissa and Demissie, 2010), human capacity, legal framework, and internet connectivity (Nkohkwo and Islam, 2013), etc. Some of these challenges resulted in much slower rate of e-Government adoption, thus leading to highly untapped potentials of the e-Government field (Ndou, 2004).

Robust and sound digital policies, often found in several developed countries around the world, reinforced e-Government initiatives (Dada, 2006:39, citing Avgerou and Walsham, 2000). Scholars argue that socio-economic and cultural differences between developing and developed nations, makes most e-Government initiatives, policies and strategies in developing countries to fail, due to high imitation (see, Chen et al., 2006; Mutula, 2013).

The funding requirement to finance complex e-Government infrastructure greatly inhibit e-Government adoption for most poorer nations of the world (e.g., Dada, 2006). The huge digital gap in developing countries has significantly accounted for the failure of several e-Government projects in the continent (see, Bojang, 2019; Ndou, 2004; Dada, 2006). In fact, Heeks (2003) finds that about 85% of e-Government initiatives in developing countries can be categorized as failure, either, total or partial—thus resulting in many abandoned projects at a prime stage or a time when desired outcomes are not met. Rorissa and Demissie (2010) stressed the absence of adequate literature, because e-Government projects are not well documented thus making it even more challenging for the understanding of the best practices across nations or sectors. On demand side, citizen trust in e-Government project (Carter and Bélanger, 2005) influences the e-Services adoption. Thus, increased cultural awareness, and trust-building are common practices of government-citizen e-Service adoption (Meftah et al., 2015).

III. Research Setting

a) A brief history of the COVID-19 crisis

In late December 2019, World Health Organization (WHO) first reports an unknown pneumonia-like viral infection (now dubbed as the novel Coronavirus) that emerged in Wuhan city, Hubei Province of China (WHO, 2020b). After the report, the virus infection quickly spread to the other parts of China, and abroad. By the 20th January, 2020, WHO reported a total confirmed case of 282 from several countries including China (278 cases), Thailand (2 cases), Japan (1 case) and the Republic of Korea (1 case) (WHO, 2020b) and subsequently a new report indicated a total of 581 from China and in several countries around the continent (WHO, 2020c) confirming increasing surge in global infection and fatalities (Spinelli and Pellino, 2020). By the 30thJanuary 2020, WHO declared a global health emergency (WHO, 2020a) when the number of infections arose rapidly from China to more than 20 countries globally. Consequently, six months into the global health crisis, the number of infections and fatalities rise exponentially (as reported in the table below) resulting in many hospitals overwhelmed by COVID-19 patients and deaths (Ranney, Griffeth and Jha, 2020). In the Gambia, the Health Ministry's data reveal a relative surge in the number of cases and fatalities in the country (as of August 15, 2020) with 1,872 indexed cases, 62 deaths, 401 recovered and 1,408 active cases (MoH, 2020b).

Table 1: Global cases and daily infections (as at 12 August 2020)

Globally	20 162 474 cases (214 985)	737 417 deaths (4 835)
Africa	909 574 cases (6 325)	17 198 deaths (213)
Americas	10 799 062 cases (101 230)	393 727 deaths (2 877)
Eastern Mediterranean	1 669 933 cases (12 342)	44 288 deaths (410)
Europe	3 641 603 cases (23 951)	217 716 deaths (355)
South-East Asia	2 757 822 cases (66 370)	55 564 deaths (931)
Western Pacific	383 739 cases (4 767)	8 911 deaths (49)

Sourced: (WHO, 2020d)

The unfolding challenges of the COVID-19 crisis, led to the intense disruption in global supply chains, many businesses shuttered (Hoorens, Hocking and Fays, 2020), scores of people lose their jobs, the global economy has contracted in the first quarter, and stock markets plummeted. These outcomes have intensified global response to control the spread of the virus. For instance, several governments introduced a state-of-public emergency – leading to a complete shutdown of the economies of various countries. To curb the spread of the virus, many governments around the world instructed citizens to observe social distancing, wearing of face mask, maintain personal hygiene such as regular hand washing, avoiding open coughing, hugging and handshakes (Cojoianu, Haney and Meiring, 2020; Gostin, 2004; Nicola *et al.*, 2020). In the Gambia, the government imposed series of state-of-the-public emergency directing the closure of all schools, marketplaces, places of worship and borders and restricting movement and social events (Amie Bensouda & Co, 2020; MoH, 2020). These practices bring new challenges to lifestyles and social interaction. Such concerted and sustained efforts on the part of governments are required to effectively advised and engage the citizens about its response plans, containment strategies, and recovery are fundamental to government-citizen engagement in the course of COVID-19 responses. The focus of this research is, however, on how the government leverages e-Governance projects to facilities citizens' engagement.

b) Global COVID-19 responses

During the COVID-19 crisis, various countries adopted specific e-Government practices. For instance, many countries have intensified the used of various e-Government services such as adopting a centralized web sites, and social media platforms to engage citizens and deliver essential medical and food supplies. In addition to government e-Service adoption, many governments collaborate with the private sector to foster government e-Services delivery, such as Japan, China, governments use Aerial Drones and Robots for various public services, including dispersing public gathering in observance to the social distancing, and delivery of medical supplies. The United Kingdom, and America governments collaborate with technology giants such as Google, YouTube, Facebook, Twitter, etc. to activate coronavirus related information and promote public participation in COVID-19 surveys. In other parts of Europe and the Africa, the governments in collaboration with private corporations develop online community engagements. These online communities are used for several reasons: to provide up-to-date and reliable health-specific advisory and information, to provide preliminary COVID-19 testing through a self-administered online survey, to provide emergency hotlines and contacts for citizens to seek medical health services.

In the Gambia, the government adopts various COVID-19 related information sources and public engagement practices. Some of these practices involve the use of numerous e-Services such as dedicated websites, digital TV outreach and social media to control the spread of the virus and engage citizens in the crisis responses. The government uses e-Platforms (or e-Services) to engage and inform the citizens, private sector, and international partners in their response to the COVID-19 crisis. The ICT policies, programme and technical capabilities of the government are managed and coordinated by the Ministry of Information and Communication Infrastructure (MOICI). Thus, the Ministry supports the development of government digital services and e-Administration.

IV. Methodology

The data for this study was gathered between March, when the first case of the virus was reported in

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The Gambia, to August 2020. We adopt online content review (Saunders et al., 2009;Yin, 2017) based on researchers' observation of the e-Government practices of both the central and local Government during the pandemic. We recognized that this method is not without delimits due to observer bias, however, at the time of state-of-public emergency which characterises lockdown, it is a suitable approach for this research. We tried to minimize the errors associated with researchers' observation bias by complementing results with the empirical data on the state and private online contents about the Government's e-services during the pandemic.

There are three objectives of using data from official government online sources about the COVID-19 related information during the crisis. First, we recognized that digital outlets are important elements of e-Government to citizen engagement, thus enabling the government's orientation to the wellbeing of the citizens (Criado and Ramilo, 2003), particularly during the pandemic. Second, the content of digital outlets is a critical aspect of e-Government information and communication practices and providing relevant health and safety-related information to the citizens. Third, e-Service platforms are relevant in citizen-to-government trust-building particularly during crisis (Parent et al., 2005; Warkentin et al., 2002).

V. Findings on E-government Initiatives During Covid-19 Crisis

Our study provides empirical insight into the Government's e-Services during the COVID-19 crisis. Our study draws data from three (3) official government e-Sites (including website and social media platforms), five (5) affiliate agency e-Sites, and ten (10) private e-Platforms leveraged by the government during the health emergency. To do this, we mapped online review from relevant documents, online information, and public reaction according to two categorises of engagement: Government-to-citizen (G2C) and Government-to-businesses (G2B) engagement.

a) *E-Government-to-citizen (G2C) engagement during the crisis*

The e-Government-to-citizen (G2C) engagement practices characterize the "opportunities for greater citizen access to information and interaction with the government" (Lee, Tan and Trimi, 2005, p. 101). Such engagement practices enable complete, two-way flows of communication, allowing the government and citizens to adopt coherent and effective preventive measures during the health crisis. In the case of the Gambia, the government adopts e-Administrative platforms including government website and information portal, Facebook page, and digital TV and online Radio broadcast. Some of these e-Platforms are state-operated while others are owned and operated by individuals, private businesses and other development partners.

We found that the government mainly uses website and social media pages of the Ministry of Health (MoH): (http://www.moh.gov.gm/), (Facebook), and (Twitter). Based on the online content review of the Government-run e-Sites, we found that Ministry of Health is the primary source of detailed information on COVID-19. The website and social media pages of the Ministry of Health has official seal and address of the site; thus, the site could be viewed by citizens as trustworthy to engage with government and rely on the content of information presented. The Ministry's social media statistics reveal a number of followers: Facebook15, 400, Twitter 3,400. All the pages maintained an average of 2 post contents per week. We found that these sites are used for cross-sharing online contents (such as videos, text, and pictures). Other affiliate e-Sites to MoH includes Covid-19 Response Ministry of Health The Gambia (Twitter), National Public Health Laboratory (Twitter), The State House of The Gambia (Facebook), The Office of the First Lady The Gambia (Facebook), and COVIDGAMBIA (Twitter). These sites are users of MoH and government's online COVID-19 information. To create a more relational links, these sites use links, hash tags, and other online references to government COVID-19 related information with their followers.

Furthermore, the local government councils have intensified the use of e-Government platforms. For example, Kanifing Municipal Council (Facebook, Website) (20,080 followers); Brikama Area Council (Facebook) *(3,847 followers)*; Banjul City Council (Facebook) *(7,566 followers);* Mansankonko Area Council (Facebook) (3,081 followers); etc. All the sites are found to be conveniently designed, and official seals and addresses of the councils are provided for. However, we found no official local council websites. Moreover, we found that the local councils maintained relatively significant online followers compared to the central government; they have large online followers, and there is evidence of large citizen reactions (comments, likes, shares, follows, videos watched, etc.) on each online post related to COVID-19. Local council are found to be key content creators of information related to COVID-19 ranging from awareness campaigns, to implementation of COVID-19 restriction, testing, and contact tracing in local communities (WHO, 2020e). Relative to central government sites, we found a higher degree of citizen engagement on these sites. However, we found no website or external links to central government (i.e. MoH) websites or social media pages embedded on councils' social media pages, as an important best practice in e-government practice.

To increase authenticity and accuracy of COVID-19 related information, our review finds that the government makes several references to online content and information from various development partners such as, United Nations Population Fund (UNFPA) the Gambia (https://gambia.unfpa.org/), World Health Organization (https://www.who.int/), The Gambia Red Cross Society (https://www.facebook.com/GambiaRedCross/), Medical Research Council (MRC) Gambia (https://www.mrc.gm/), and WHO Africa Region (Twitter). These sites reinforce the relevance of government online information contents. Moreover, creating an online reference (i.e. hashtags) improve the government's online visibility to a larger population.

b) E-Government-to-businesses (G2B) engagement practices

Government-private sector engagement is critical aspects of COVID-19 response in The Gambia. Such engagements with the private sector reinforce government COVID-19 response activities related to the public awareness campaign, prevention and control methods, contact tracing, treatment, quarantine practices and fundraising (Seddighi et al., 2020; WHO, 2020e). The online connectivity of private businesses provides citizens access to relevant information and intense online engagement through government sponsored content. Our data show that The Gambia government leverages various private digital platforms(i.e. Facebook, websites, and twitter) during the pandemic, namely QTV (Facebook, Twitter), The Fatu Network (Facebook, Website, Twitter), Mengbe Kering TV (Facebook), Kerr Fatou (Facebook, Twitter), Eye Africa TV (Facebook, Website), Gambia Talents TV (Facebook, Twitter), The Chronicle (Facebook, Website), Star TV Gambia (Facebook, Website), Paradise TV Gambia (Facebook, Twitter) and What's On – Gambia (Facebook, Website). Table two illustrates the digital platforms of private businesses that the central government leveraged with the pandemic. These online platforms help relay government press-releases, daily COVID-19 situation reports, and awareness campaigns in the form of short videos, pictures, and texts. The alliance between government and business in times of crisis, extends the corporate social responsibilities of businesses and thus improves their legitimacy (Samu and Wymer, Jr., 2001).

Table 2: Statistics of private e-Platforms (authors' deduction from online)

E-Platforms/ Private media	Website	Facebook No. Followers	Twitter No. Followers
The Fatu Network	Yes	408,093	6,597
Eye Africa TV	Yes	127,212	-
Gambia Talents TV	-	193,741	2,773
Paradise TV	-	75,005	5, 725
The Chronicle	Yes	4,578	-
Kerr Fatou	Yes	195,115	5,334
Star FM	Yes	28,676	-
What's On-Gambia	Yes	296,610	-
QTV	-	66,749	6,414
Mengbe Kering TV	-	66,895	66

We observed that, thanks to the various private e-Platforms, the government delivers various public services during the pandemic, example, online/distance learning to grade 9 and 12 students, and students of Gambia College and the University of The Gambia (UTG).Moreover, government-to-business engagement results in fundraising of about GMD20 million Dalasis as part of the COVID-19, improved health services delivery, legal services (distant court hearing), various online training and conferences for public and civil servants, the procurement process involving the purchase of stimulus food package for the country, etc, are some of the important practices that exemplified e-Government projects during the pandemic.

VI. Discussion

We discuss the findings of the research according to the opportunities, e-Content management, relational information, and design style of e-government projects during and beyond the health pandemic (Criado and Ramilo, 2003). The results of this analysis have a policy implication for e-Government adoption.

a) Opportunities for e-Government adoption during the crisis

More than 49% of Gambia's population has an active digital presence (Ceesay and Sanyang, 2018). The population has a variety of digital tool such as Facebook, Twitter, digital TV, etc - enabling them to interact with others and access electronic information. Engagement between the government and citizens is an essential part of the crisis responses (Pan, Pan and Devadoss, 2005). Such practices promote collective action and thus reduce the spread of the virus. It is a common belief that when citizens participate in the governance process, they develop trust in their elected officials.

Of the five administrative areas of The Gambia, there is a lack of well-co-ordinated e-Government practices in the country. Our review finds differences in local messaging about the COVID-19 awareness campaigns, no concerted national response approach, and lack of integrated e-Platforms were found in government's e-Administration. To increase a more robust e-Government practice, that encourages larger access to the population (and in various local languages) across the country is fundamental to the adoption of e-Government (Criado and Ramilo, 2003; Seddighi et al., 2020). The websites and social media pages of the Ministry of Health ought to be directly connected to the entire regional and local council offices. Because all the local councils maintained their e-Platforms that local communities depend on for information, it is useful to operate an integrated state-operated e-Platforms from that is secured, fully operational and thus enabling single-sourced information about the government crisis responses to the COVID-19. These practices must be enforced across all government operated e-Sites.

b) E-content management

The information content of the e-Sites is the key attributes of an effective e-Government process (Carbo, 2007). Videos, images, texts, and relational links to sourced websites or social media pages are the most important content attributes. In a time of COVID-19 crisis, the creation and management of digital content make online content vital to public health and safety (Pan, Pan and Devadoss, 2005). Content creation should include standardized messaging on COVID-19 awareness campaign, general prevention, key myths, integrated government response strategy, and economic and social stimulus assistance. Large misconception which often surround public emergencies, could be attributed to public misinformation and lack of verifiable, reliable government information (Destiny Apuke and Omar, 2020; Lin et al., 2020).

During e-Content management, we suggest that the central government adopt multiple languages in their e-Content creation. According to the data, only a few videos in major e-Sites were made in various local languages, thus limiting a large mass of people from relying on the information. Moreover, the adoption of private e-Platforms should further reinforce broader access to the public, particularly in various languages and timing.

c) Online citizen engagement

Interactivity makes e-Governance process more participatory for citizens. Our results show that intensity in online interactivity with users promotes the government's COVID-19 response. We found that the Government's adoption of various social media handles makes it easier for citizens to react online contents (though comments, like, share, etc) -thus promoting their full engagement with government actions. To increase transparency, we found that the website of MoH offers downloadable pdf information for users. However, other e-Sites operated by the government provides no such e-Services.

In online interaction, our review reveals that there is relatively low government-to-citizen interaction on virtually all government-operated social media sites. Results show that communication on social media sites was mainly one-way, limiting citizens choice and voices from the governance process. In fact, we found that unlike private platforms, the handlers of government e-Sites are accustomed to no responses to citizens' online reactions (through comments, shares and emojis) which limits citizens participation to COVID-19 responses. We found that all posts on these sites have series of comments (both positive and negative) and sometimes questions, however, we found no single response to citizens' online reactions from the handlers of the state social media sites. On the website, we cannot verify whether government engages with citizens via email contact provided in the website. In terms of citizens' online reactions to COVID-19-related posts on the website, we however, cannot reveal the underlying reasons for this.

d) Relational information

This category reflects the ability of the social media page or website to link (or direct) the user to/with other e-Sites, pages, other agencies or individuals. Based on the analysis of the websites and social media pages, we tried to identify direct links offered and types of organizations, agency or individual linked to the online posts. We reveal that majority of links on COVID-19 related posts are connected to the Ministry of Health, MRC the Gambia, and WHO. On social media like twitter posts, we found the use of common *hash tags* related to *#coronavirus, #COVID-19, #Social Distancing, #SolLenMask, #COVID Gambia, #MoH, #CoronavirusIs Real, etc.* These links increase cross-platform access to online contents from various online users.

Moreover, our review reveals that the website of MoH provides no embedding of external links (social media links) to media pages the ministry handles or e-Sites of its partners. This thus, inhibits the citizens from having direct links to posts made on social media. Embedding external links to a website make it easier to access information across e-Platforms, and enables users to easily share contents via social media platforms.

e) Content style and design

During a crisis, citizens demand greater transparency and accountability and thus e-Government systems must ensure that (Pan, Pan and Devadoss, 2005). Thus, the design, visuals, and usability features of e-Government systems are fundamental to citizen online engagement (Becker, 2005; Criado and Ramilo, 2003). To do this, an effective e-Sites must have the capability to communicate, transact, and present information thus allowing citizens to easily access and use. Based on the analysis of the several official websites, we found categories related to the latest news, updates, feedbacks/reviews sections on the government website. These functions in a website promote usability and convenience to online users (Criado and Ramilo, 2003). Aside from the website of MoH, websites of several other departments remain non-responsive, others non-existent, and few appear to have no information related to COVID-19. Several websites have no domain names related to official government seal and address. For example, no single COVID-19 related information could be found on the website of the Ministry of Information and Communication Infrastructure (MOICI), and no details on Office of Government Spokesperson (as at August 15th, 2020). These are, however, important implementing agencies in government's e-Government projects. This corroborates with the study of Lin et al., (2011) whom conclude that official government websites lack quality information, and poor design which greatly influence low perceived ease of use by the public. Also, while e-Service transaction (online shopping) is fundamental to e-Government implementation cycle, however, we found that no dedicated e-Shopping services, such as e-Participation and e-Consultation (Islam and Okuda, 2005; Lin et al., 2011) on official pages nor any links to online sales, particularly the ones related to COVID-19. Similarly, our finding validates and corresponds with the results of Chango (2007) who concludes that Gambia's e-Government strategy is at best less informative with little interaction between government and citizens.

VII. Conclusion

The objective of this research is to highlight the Gambia Government's adoption of e-Government practices as part of the COVID-19 response. Based on the content review of various online contents, our results show that there is a large opportunity for e-Government use during the pandemic. The state has centralized the activities of the crisis within the Ministry of Health. We find that the opportunities e-Government presents to the Gambia government during this pandemic are endless: citizen engagement is intensified through online interaction, the flow of bi-directional information enables citizens to participate in the governance process and thus develop high trust in their elected officers, and high transparency, improved public service delivery quality, reduced public misinformation about the health crisis, etc,. However, more empirical research is needed to provide context-specific issues confronting e-Government initiatives in The Gambia. Such a result will further advance the application of e-Government in The Gambia and the Sub-region.

Our online content review reveals that the e-Government project is not done in silos, but rather, in a more integrated, coordinated fashion, thus enabling total quality and efficiency in citizen engagement and service delivery. Just like many other countries in Africa, the Gambia e-Government project is not well-developed and almost non-existent. Therefore, an empirical research into the basic e-Government adoption in a developing country like The Gambia will advance the application and theory of e-Governance.

We conclude that the basic systems of e-Government adoption in the Gambia including, human resources (in terms of the content design specialists), integrated government-wide online presence, quality information inputs, and government-to-citizen online engagement, are some of the biggest challenges confronting the country's e-Government initiatives. To advance the application of e-Government process, these basic components are critical for citizens' e-Service adoption and trust.

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Power Always Leads to Success: An Evaluation

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Abstract- This study is based on the literature data that investigate the aspect of power implication about the success issues of the organization. Organizational success depends on the interrelated issues of the different stakeholder behavior and nature of the organization. Misuses of power may lead to a negative way of organization practices; however, positive practices of the power be the great influential cause and motivational term. The uses of power affect the overall flow of organizational practices through making a positive power uses like the motivator reason can be a component of the success. This study found that power can be the always success term when it would be made as to the motivator of the organization. Steven Luke's defines the concept of power and its implication over three dimensions of the power practices and shows the power exercise through an ideological way of exercise. It has been found that power uses mostly the positive nature works as the motivator of the organization effectively as the influential part of the organization factor that helps to use the mental and physical resources effectively.

Keywords: power, leadership, success, organization.

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POWERALWAYSLEADSTOSUCCESSANEVALUATION

Strictly as per the compliance and regulations of:

Power Always Leads to Success: An Evaluation

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I. Introduction

Power is the ability to influence other people or issues that refers to the ability to affect the behavior of the subordinates with the controlling capacity of the resource (Keltner,2003). It is the way of exchange of the relationship that happens on the transaction between the people and the targeted file. The agent in the organization or people in the organization uses the power and define the target areas to receive the ultimate goal by giving the attempt (Katz, and Kahn, 1978). Power can be utilized in many ways in the organization to influence the overall aspects of the peoples and the areas (Blau, 2017). Power be the term of the motivator if the representative parties can use it for the better motivator factor of the organization (Tirole, 1988). Success is the ultimate destination of the organization there every organization's want to achieve by their effort and using the resources (Pfeffer, 1992). But the matter is how the resource will be used by executing the proper within managing the organizational culture and management practices. Doing the good thing that can contribute the personal power (Drucker, 2012). There possible to affect the organization by imposing the power that helps to uses the everting to achieve the ultimate goal (Das and Teng, 1998). When there possible to develop the positive power that is the superior quality to achieve the ultimate goal with ensuring the better competencies, charism and the good quality personnel (Northouse, 2018). This study comprehensively focused on the power and success interactivity as per the organization outcomes and amplify the principle how the leaderships through using power can play pivotal role for the organization success always, at the context of Steven Luke's dimension.

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II. Literature Review

Power is the capacity by way of which you'll be able to influence the behavior of others (Anon, 2019). The word power is derived from the Latin phrase "posse," because of this "to be able" (Dunbar, 2004). of their look at of power in dyadic relationships (Dunbar and Burgoon, 2005) support the concept that energy is the "capacity to provide intended outcomes, and mainly, the ability to influence the conduct of every other character." An in advance examines via Dunbar indicates that power is likewise the capacity to "manage the conduct of another individual." Organizational success relies upon on how the employee of an employer behaves within the company or the place of business (Hassan, 2018) and that is relied upon at the leadership. Leadership is the potential of an individual (Blanchard, 2015) or a group of individuals to steer and manual fans or different members of an employer Blanchard. It's miles clear that power is the exercise of leadership (Antonakis, 2017). A success agency needs inspiring leaders as well as sound executives. Organizations want to put into effect strategies and engage staffs which will achieve more desirable and sustainable effects. Fulfillment is evaluated by comparing where the company is in terms of its objectives and assignment. The fulfillment of a corporation can be determined by the top five determinants (Fraj et. Al. 2015) a center riding force of creating happiness, the proper human beings in the right roles, a powerful strategic plan and implementation, non-stop improvement of leadership and control talents, continuous development of enterprise practices based totally on customer wishes. There are numerous forms of power but non-public and positional power is the most used styles of power in an agency (Wrong, 2017). The authority given an individual by virtue of the location within the organization's hierarchy and structure is considered as the positional power and own ability and potential that can influence others is taken into consideration because of the personal power. The chief can be classified into two types formal and informal that is additionally related to the location and the private power (Yukl et al., 2002.). A formal chief may have, at minimum, role power. And also, an unofficial leader may have a few degrees of private authority. Just as a character may be both a formal and an informal chief, he or she will be able to concurrently have each role and private power. Certainly, this kind of mixture usually has the finest potential to have an effect on other ' actions. There are five bases of power; expert power, referent power, legitimate power, reward power and coercive power (Özaslan, 2018). The basis of the coercive power is that one person can punish any other. as a result, subordinates may additionally do what a frontrunner request due to the fact the chief has the power to hearth the subordinates. But the basis of praise power is completely different from the coercive power that subordinates do what the chief needs due to the fact the chief has the ability to praise them in some way. Valid power emanates from the position that one holds in an agency. Legitimating proper is independent of the individual protecting the location. Professional power is the power primarily based at the fact that an individual is perceived as a professional on something to ask a collection of subordinates to paintings in a weekend may also deliver the organization earlier than making the request. Strain includes the usage of needs, threats, or continual monitoring to make subordinates follow a request (Noe et al., 2017). Energy is crucial in an enterprise as it facilitates to acquire one's goals. The extra power a man or woman or institution of individuals exerts within any particular company, the more influence it's going to have and the more it will acquire. Out of the before study gap this study is related to the uses of power is always lead to success. There is some the rationality of the power use. If the power executor can be able to develop such kind of application of power quality there possible to lead always a success. The analysis has gone through the literature based to amplify the statement about the use of power through signifies its gap.

III. Methodology

This study is descriptive and qualitative in nature. To the purpose basis of the study, It has been carried out the statement explanation predominantly at the secondary based data. The data have been taken from articles (national and international), books, newspaper, conference papers, online data store, etc., It is the study that qualitatively issues of leadership practices and management theories that dignify statement in many aspects.

IV. Interpretation

a) Statement Interpretation

The use of power always leads to success in organizations, Yes, we agree with this statement for many reasons. Because the organization needs some the important thing the leads to do the best with creating a better environment to achieve the ultimate goal of the organizing. Power can be sued, but it will be using that is the question, undoubtedly not in the inconsistency matter of the organization. The uses of the power would be the always congenial manner of the organization with the people management and the resource utilization. The organization has the culture, and that bound with different cross-sectional issues the manager would need to think about the different aspects to implement any kind of plan or action as per the achieving of the organizational goal (Deshpande, 1989). So, the organization cultures and effectively manages is the necessary point of the organization to achieve the ultimate point of success. If we look the different primary aspects issues of the organizational success, there may found success of the organization be subject to on the how the good management of the origination is, by practicing the good power in the right way. Basically, the Effective Management of any organization or activity requires a supportive and powerful use of all the to be had sources for the achievement of preferred goals. The resources used to consist of people, machines, material, and money. Out of these maximum critical assets is guys, which is in flip also have an effect on in a huge way how efficaciously different assets are used together. For that reason, the success of any status quo or agency rest on closely on control of its human assets. The human resources in the flip form the organization structure of the employer. Consequently, control of the company constitutes the manner via which the human assets are placed to work. As an end result, persuasive management of organization leads to effective use of human sources of the business enterprise, which in turn plays a primary function in the achievement of the complete employer. There are many factors which have to converge so as for achievement to be evident. Leadership and management might be a vital component of this equation. It isn't always the only determinant for fulfillment, it's miles an essential component of it. The steering and structure that leadership and management deliver to an employer can assist it to set up success in an expansion of approaches. To start with, it is able to assist guide via the tough instances that could help to derail success by supplying resources, help, and help to its people. It can additionally create a realm wherein employees can end up the independent sufficient to possess an active stake in the agency's achievement that could broaden proactive ways of examining troubles and situations. Eventually, management fashions that encourage autonomy and can assist in setting up success as hassle solving are visible as a collaborative project, rather than something which arises from the pinnacle down and seen as artificial. It has been arguably found that proper management is important for a commercial enterprise as it plays a large function in figuring out the performance with which the commercial enterprise will run and the level of productiveness that its people will reap. A major process of control is to get the nice out of their workers and appliance. They must set the recurring responsibilities of manufacturing up in one of these manners that they will be completed as correctly as viable. They do not need to set things up in this type of way that they've property being wasted as they may be not used correctly. Similarly, it is a process of management to maintain morale within the company as high as feasible. Appropriate managers will have interaction with employees in this kind of way that the workers stay enormously keen to images. This could hold the level of productivity in the firm. Without true management, the firm's profitability is reduced due to the fact performance and productivity decline. From any point of the primary consideration the success factor there it has been clear that to use the power in the right way to maintain the culture and management effectiveness that only possible to use the power of the organization.

b) Example of using power in the organization

The example of the use of power can apply many ways in the group's information, because of the potential for its misuse and the worries that it could engender, it is critical that the managers absolutely apprehend the dynamics of the use of power. Inside the utilization of professional energy, managers aware of their education, experience, and accomplishments as they practice in modern situations. An assured and decisive leader knowledge a business enterprise draws close of conditions and takes charge at the same time as situations. Managers ought to additionally hold themselves knowledgeable about development related to obligations which are probably valuable to the company and applicable to their know-how. A pacesetter which recognizes worker issues works to recognize the underlying nature of these issues and takes suitable steps to reassure subordinates. For e. g., if personnel sense threatened with the useful resource of rumors that they may lose administrative center location after the subsequent flow, the chief might likely ask them approximately this problem and then find out just knowledge a wonderful deal place of job space there can be and tell the subordinates, a pacesetter need to be careful no longer to flaunt or behave like a he apprehends the entirety. Assume a supervisor has asked subordinates to spend his day completing a crucial record. Later, at the equal time, because the supervisor is out of the office, the manager boss comes and asks the subordinates to drop that project and work on something else. The subordinates will then be within the awkward function of getting to pick which of two better-ranking humans to obey. Exercising authority often will give a boost to its presence in the eyes of subordinates. Verifying compliance clearly way that leaders must find out whether subordinates have made their request before giving rewards otherwise subordinates may not apprehend the linkage between their usual overall performance and next reward. The request this is to be rewarded has to be each affordable and feasible, of course, because of the fact even the promise of praise will no longer inspire a subordinate who thinks a request should not or can't be accomplished. The same may be said for a request that seems wrong or unethical. Amongst various things, the follower may additionally see praise connected to the unsuitable or ethical request. Ultimately if the chief promises a reward that subordinates understand she or he cannot truly supply, or within the event that they have little use for praise the manager can supply, they'll not be influenced to carry out the request. Similarly, they will develop skeptically from the leader's ability to deliver rewards which are probably really worth something to them.

c) Steven Luke's dimension in the organizational area at the scenario of power usages for the organizational success

Steven Luke's defines the concept of power by using pronouncing that "A exercises power over B while A impacts B in a way, contrary to B's hobbies." (Lukes, 2005) He describes power as having three dimensions and has divided power into three distinct 'faces', every focusing on a particular component of power." (Lukes, 2005) He describes power as having three dimensions and has divided power into three distinct 'faces', every focusing on a particular component of power. choice-making power, schedule-setting power, and ideological power. The fulfillment of the employer in guy senses can be the critical troubles of the supervisor how the dimension can affect the organization. The first dimension of power fits in with the pluralist view and states that there's an open, obvious system, even as recognizing that political sources aren't distributed evenly, they may be added not completely centralized with a small organization of the elite. The actual selection-making power i.e. the power to vote on a regulation, introduce new payments rests with political actors. The fulfillment of the employer in guy senses can be the critical troubles of the supervisor how the dimension can affect the organization. Power is frequently exercised in a mile's refined way that the one-dimensional view shows. The manager of the organization usually tries to do the manner of organizational flows practices in pleasant measurement mamelukes 2nd dimension of power is an elitist view of power. This view acknowledges the power we are able to see, like in the one-dimensional view however also acknowledges that power is also concerned whilst precise problems are left off the time table as a way to keep away from the struggle. The primary measurement might simplest examines the apparently open discussion and the results of warfare over matters actually allowed onto the time table, however, miss the subtler workout of power (Luke's, 1974). Luke's describes the third measurement as being the "ideal and most insidious exercise of power." It has been assuming a terrific instance of this kind of power in movement is the manner in which capitalists have manipulated the interests of the working lessons to agree with that capitalism is in reality in their excellent hobby rather than communism. Thru channels including training and media, the ruling elegance had been able to instill these values to the volume in which human beings see no opportunity the 1/3 size of power Luke's highlights is ideological power or the power to form dreams. It seeks to pick out "the way through which power influences, shapes or determines conceptions of requirements, opportunities and techniques of challenge in the situation of It lets make it effective groups, together with government or massive commercial enterprise, to make people suppose that they agree to something or need something which could actually be harmful to their very own pursuits. Folks who keep power within the device will be general by means of the people, because of the peoples' notion in the system (Luke's, 1974). It describes the idea that power may be used to manipulate a person to do what you need by using converting what it is they honestly want or want e.g. workers accepting the capitalist machine. Ideological power may be exercised through ideological institutions including religion or the media i.e. the elite/A' take manage of facts and media channels and 'B' is socialized into accepting or even assisting the ideas recommend by means of 'A'.

d) How powers can influent to lead the success always

The great leader has some of the great quality only in common is how the leader ensures the power efficiency in rightly point with ensuring the culture and ensuring the effective management system of the organization (Nevis et al., 1997). It has been a clear concept is that achieves the larger scale ideas through the vision that is to be accomplished of the organization. But how they do it to understand the organizational culture, what much be means the power of them as. Many people think that power and influent are the same but there two terms are different in many senses at the context of organizational success criteria. Power is the capacity helps to adopt the change management and create an effect on the others potential influence by using the resources (Zahra, 2002). Using the resources is the main point to touch the ultimate point of the organization by using power there would be possible to touch that line because the power function related to it belonging not only to the leader built also the follower and the scenario (Heifetz and Heifetz, 1994). The influences of the power contribute to change the target attitude what would be changed, theta values the requires for, believe what the cultural norms there need to adjust for effective management system of the organization (Pollitt and Bouckaert, 2004). Power is a part of a go out. In order for strength to exist, it has to be allowed to exist. As an instance, a dictator cannot have absolute strength until his followers have given up their power. Which will exert power, a leader, needs to have assets and motivation. Resources include such things as money, competencies and/or intelligence (Greenleaf, 2002).

It might also have the sources to shed pounds, as an example, however, if the lack motivation, then it will no longer have the power to accomplish my intention of weight loss. Taking place, the contradictory aspect, it can be inspired to turn out to be a stick insect, however, if there lack the resources, such as beauty and expertise, my motivation means absolutely nothing. Consequently, it is merely while assets also motivation suit well collected that leaders can progress as well as utilize control. There are 5 approaches that leaders can have an impact on others: coercive strength, legitimate power, expert power, reward power, and referent control. Coercive control is constructed totally on panic. Worry of presence hurt, off-color handled, or else disregarded permits people with coercive power to regulation over the fearful. A pacesetter high in coercive control receives others to follow by using communicating' that failure to comply will lead to punishment. An instance of a person who used coercive strength was Hitler. Valid energy is based on the location, workplace, or name held with the aid of the leader. Commonly, the higher the placement or reputation, the greater compliance the chief is capable of getting from the fans. The president, dean, director, or chief govt. officer can theoretically "call the shots" in a company and be fairly certain his or her commands may be finished. A frontrunner high invalid energy gets the compliance of others because they sense that this individual has the proper, by way of the distinctive feature of the role, to count on that recommendations may be observed. It has been thinking that we will all agree that we know a pacesetter which has valid power. Professional power is power based totally at the knowledge, talent and/or skills of the leader. For expert power to exist, it must be coupled with admiring for that expertise, talent and or talent, at the side of the assumption that this knowledge is treasured to fans. A leader excessive in professional power is seen as having the knowledge to facilitate the paintings of others. The honor results in compliance with the chief's wishes. A neurosurgeon is someone who has expert powers. It's far important to remember the fact that there are times that fans surely have more professional energy than leaders. Can you see an instance? Recompense power is power grounded totally at the leader's ability to make available rewards in lieu of different people. People who keep an eye on a leader by means of praise power trust which going at side of the leader's inspiration will cause high-quality motivations, which includes pay, advertising, or else recognition. Referent power is based on the leader's personal developments as well as the want others have to be referred to or related with humans or having an effect on. Traits consisting of appeal, the air of mystery, and creativity are all intangible however very actual characteristics of most leaders. They are able to command awe, admire, and loyalty. Leader excessive in referent energy is generally preferred and fashionable via others due to the personal. This admiration and identity with the leader affect others to behave at the leader's recommendations. Which sort of power do you operate? Is there one great type of power to have? Now not sure. Effective leaders use as most of the five bases of energy as viable. In reality, sincerely effective leaders are capable of using all five power bases to a few degrees. Followers who're aware of those bases of energy also can use them to restriction or manipulate the leader's power. Power has been influent from every point of success but the question is the effective and right ways of using to make the organizational culture in a congenial manner and effective management that leads to making the organization successful through the proper influences (Selznick, 2011).

e) Empirical analyses of the power usage, the high drives, the success of the organization

Power in addition to influence is essential human spectacles which might be deeply embedded at the psyche plus aware persona of beings (Adler and Brett, 2014). The distinction amid right also unsuitable use of control is the distinction between achievement as well as failure, excessive also low productiveness, motivation and disillusionment (Wildavsky,, 2017). If we see some of the examples of the power usages that leads to success in culture. Firstly, if we see the cross sections usage of the power that not highly related with the modern organizational management in highly figure but they need to observe in many reasons as in line with the western management system of the organization the cross-sectional sublime of strength practice within the contemporary alternate does now not completely resemble to the freedom further to liberty this is the center of Western civilization (Singh, 2009). Properly leaders do not carry out responsibly enough. Intelligent managers in addition to college professors do not deport yourself by using some mental in any other case perceptive cognizance. Uncertainty as well as disregard aimed at different specialists further to nonprofessionals abound. These arguments to disintegration of managerial knowledge, that is occurring simultaneously with rare reports of static or falling productivity round the arena (Balk, 1996). The world is obviously not doing a superb abundant project of correctly piloting its deliver into the imminent. As an example, witness how global leaders manage badly the power woe in addition to dragging their feet on a problem of crucial importance. So, the use of the conceptual power leads the success, not the imposing issues. Each organization be there suffering from the power and the associated lifestyle of the organizational, power may be very close to the person that concern with the overall driving pressure of the organization. The determination to the corporation of the lead on the whole affects the strength paradigm of the success their strength performs an enormous function (Collis and Montgomery, 1995). But the absence of the right willpower to use the power fails to create the managerial and moral values of the corporation this leads to low productiveness in that instances their strength makes use of is the term card of the organization (Mowday, 2013). (Argyris, 1964) Scrutinized that exploitations of muscle, deficiency of organizational entrepreneurship as well as creativity, an inadequate rigger for examining the fine affect the organizational end result. Fromm, that observation is clear that how the importance of the popper uses of power for the success of the organization. The chief executive and the other c-suite people have the influence power to implement the legal issues also the formal power execution for the organizational develop there no more question that how they help to create the overall organizational culture and to make the management with the effective manner to the greater productivity (Kane et al., 2015).

Chief executive officials similarly to presidents who, by the way, have the particular of the maximum takings rates within the country, exist frequently obsessed by a false sagacity of formal power, ruthlessness, as well as inimicality which complicates their results. Organizational workers, alternatively, treasure trove themselves triumph surrounded in vicious circles of fate, also terribly, organizational improvement undergoes. The proper use of organizational manage can possibly help to improve an organization similarly to its leaders (Carroll, 1991).

Power is needed to govern as well as alter the imminent of departments plus groups, the outcomes of relational conflicts, in addition to personal safety also success (Burns, 1961). The greater the disorganization or conflict in a business corporation, the extra, the need for strength may be felt and sought. (Kahn, 1964). Explained even as a person seeks no longer simply energy, however, control as well, conflicts will be inclined to grow as a result confliction rises that impede the organizational culture and drift the productivity device of the organization. Right uses of power rather power the positive goal everyone minds in the organization, not roughly senses so their positive usage requires for. Due to the fact the positive intention requires decreeing the confliction issues and the proper sound management system of the organization. (McClelland, 1982). Explained that energy seeks a powerful and properly adjustive with the incredibly inspired time period and the proper power person cab the first-rate motivator to steer the organizational achievement for resource utilization. (Lawrence and Lorsch, 1967) Explained that power is prerequires for the success element, irrespective of the human being's internal want for the power as it helps to drives the success of the agencies from all merging issues. The diploma and the manner of the electricity usages are the feature of the intentions and the silk of the leader their organizational energy is step by step works as the managerial resources if this is possible to apply it within the favorable manner of the organization additionally the sensible involved troubles to handle the scenario for the success aspect. (Mintzberg, 1989) Explained that proactive design of the power system of the organization is not viable but their possible to create certain meaningful steps that leads toward the expert, psychological and morals values typical lead to attaining the organizational goals. The pay out of dangerous have an effect on makes usage of all or else any of the impact bases, power competencies, as well as power bases termed before (Fiske, 1993). but power is an impartial management means, it's far a dyadic creature, having faces (ACK, and WAAI,, 2004). Even expert power the irrespective of power bases—may negatively, devastatingly, and iniquitously if within the palms of an iniquitous supervisor (Carli, 1999). normally, engineering experts insufficiently developed in human talents, philosophical vision, or intercultural interplay, are not able to address power properly. The disbursement of horrific energy uses any or all of them have an effect on bases, effective abilities, and energy bases defined in advance (Deming, 2018).

As such, even though power is a neutral control resource, it's miles a dyadic creature, having faces. Even expert power the no matter electricity bases—may be used negatively, devastatingly, and iniquitously if in the arms of an iniquitous supervisor (Pettigrew, 1972). Usually, engineering professionals insufficiently advanced in human abilities, philosophical vision, or intercultural interaction, are not able to deal with power properly. Likert (1967l give an explanation for how the power has an impact on the overall performance with higher productiveness through applying the maximum influential energy is professional and referent strength. McGregor (1985) discovered that enactment come to be approximately linearly related to dedication. At higher dedication similarly to extended determination be capable of best be better via the real use of expert power plus paintings undertaking, together by way of a lively forecast of orientation power, administered with a collectively amount of valid power (Wildavsky, 2017).

f) Rationality interpretations, conflict reduction culture management and Effective Management

Above discussion, the level of power uses to lead the organizational success. It has been observed that the power is very much important and the prerequisite factor for the success of the organization hence the power uses the proper way mostly the positive nature of the organization. The power play as the role of effectivities motivator to influence the stakeholder by using all resources effectively. All a factor leader makes a culture of the organization to maintain the power of the network to make the better communication flow vertically and horizontally of the organization. The powerful impact on the product on raising the entrepreneurial skills and helps to raises the proper integration through the organizational culture habituation. Furthermore, when the power makes a channel of communication with creating the congenial culture of the organization their conflict mitigation that lead the higher productivity. Proper usage of power helps to make the good and congenial cultural norms and the values of the organization that deliberately works as the motivator factors as whole sense integrated make the effective management that is the crucial issue of successful organization. The uses of power ways lead to success in the organization about the transparent issue is how effectively and judiciously it will be (Pinto, 2000).

V. Conclusion

Power is nothing when the power will be used in a mislead way but it will be the best term for success factor when the power will be used as the best motivator factor through effective utilization (Pfeffer, 1992). Power helped to create a congenial culture that creates positive productivity by taking the negative side too a little point. Power be the best term for performance raising when the manager or leader uses the power through making the power network with creating cultural norms and values and effective management making. Proper uses of the power can always lead to the success in the organization bout the negative uses of power may affect the performance in the overall matter. Power is the matter in all the cases. It leads to achieving the organizational goal making the integrated system of objective attainment. By executing the power manager or leader try to ensure the affirmative view of goal attainment that makes the feasible of the organization overall result and the success. It all about the influencing that means about the power application effectively (Frazier and Summers, 1984). The effective usages power of the organization makes the congenial forces into the culture system and the management of the organization.

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Influence of Work Automation on the Performance of Nigerian Ports

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Abstract- The study examined the influence of work automation on the performance of Nigeria ports. The study population was the entire sea-ports in Nigeria. In line with the purpose of study, the study adopted the survey/cross sectional approach. The major research instrument used collect data was the questionnaire. Thirty (30) copies of questionnaire were distributed to the respondents from the six major sea-ports in Nigeria. The respondents were department heads and senior port managers. Work automation was used as the independent variable of the study and measures of port performances were productivity and the throughput level of the sea-port. Two hypotheses were developed and tested to determine the extent of the relationship between the study variables. Pearson product moment analysis was used to test the stated hypotheses with the aid of statistical package for the social sciences (SPSS 22.0). The findings of the study revealed that to a very large extent, work automations are often used as key performance indicators (KPI) in Nigeria port. This is true of the system of administration of all port management authority in Nigeria.

Keywords: work automation, port performance, productivity, cargo throughputs.

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Strictly as per the compliance and regulations of:

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Keywords: work automation, port performance, productivity, cargo throughputs.

I. Introduction

Businesses in the port operations sector have realised that sustainable competitive advantage increasingly depends on the effective use of existing information and the acquisition of consistent data along the entire supply chain. Digitalisation is seen by many as a panacea or necessary step in order to stay competitive. Some have recognised that "getting smarter" is more important than growing in size. The kind of vertical collaboration that improves co-ordination at the intersection of different transport modes is increasingly seen as the new efficiency frontier in port operations. New information and communication technologies (ICTs) such as sensors, communications or software can play a major role in improving this co-ordination (Kenyon., 2017).

With the possibilities provided by technologies and new data sources, maritime transport stakeholders are seeking new opportunities to extract value-added from more integrated services that cover the entire supply chain. Some of the major players in the shipping industry strive to become integrators of the entire chain, as some carriers seek to take on the role of freight forwarders and further consolidate their position as logistics operators (CMA CGM, 2018). The rationale for vertical integration is obvious as it becomes more and more difficult for shipping companies to generate sustainably competitive margins by reducing maritime costs through bigger vessels (ITF, 2010).

Port authorities around the world increasingly embark on digital strategies that evolve from renters or asset managers to active digital communities. With the need for more efficiency-enhancing coordination in supply chains, port authorities increasingly grow into hubs of physical and information flows among different stakeholders. In the light of growing worldwide competition, ports see the necessity to become more dynamic actors in order to avoid the risk of decreasing significance.

Many bottlenecks in the Nigerian port are related to coordination issues among different stakeholders. For instance, about 48% of container ships arrive more than 12 hours behind schedule and congestion exacerbates costly waiting time in ports (Levander, 2015). According to the ESCAP-World Bank Trade Cost Database, about 60-80% of trade costs worldwide are non-tariff measures of which transport services represent an important part (WEF/Accenture, 2016). Related inefficiencies, such as trade procedures, business and regulatory practices and constraints, or the insufficient availability and use of information and communication technologies (ICT) contribute to these costs. In terms of paperwork, there may be up to around 200 interactions involving documentation along the supply chain, and the shipper and consignee may deal with as much as 20-30 entities to arrange a shipment (Porter/Lloyd's List, 2017). Many of these interactions are time-consuming and often still take place via phone, fax or email. In this context, the lack of efficient integration of information communication

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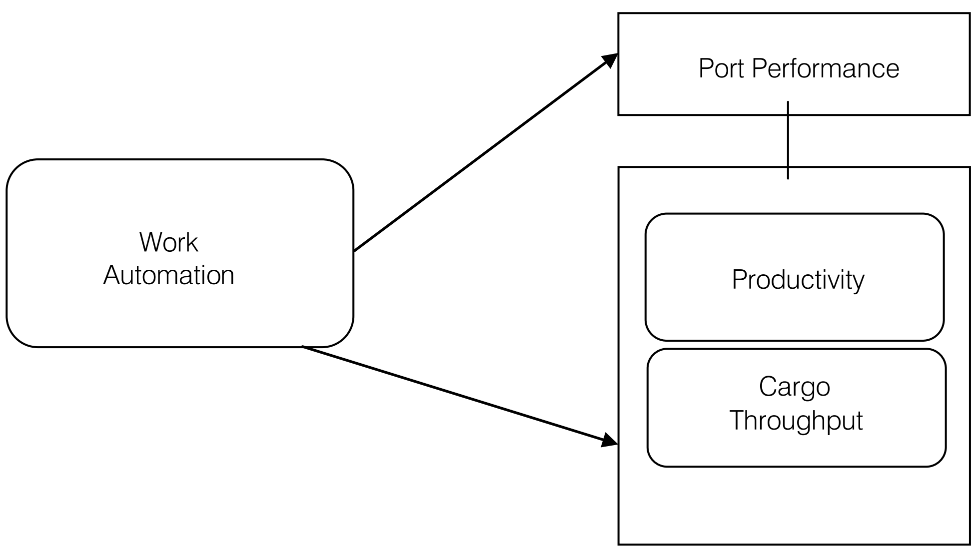
technology makes it difficult to forecast or make effective operational decisions (Kenyon., 2017).

The most valuable tool for bringing cost-cutting efficiency gains and improvements in the overall performance of the ports is the introduction of work automation in port operations. Work automation is introduced into the ports through information communication and technology applications (Cheon, 2007). As public authorities, some see their natural role as a neutral platform that facilitates coordination among different stakeholders. In the light of the above the study evaluated the influence of work automation on performance of Nigerian ports. The research questions investigated in this study included: i/ How does work automation influence productivity of Nigerian ports? *ii.* How does work automation affect the throughput level of the Nigerian port? Also, the following hypotheses relating to the purpose and problems of the study have been formulated and investigated in this study: Ho_1: There is no significant relationship between work automations and productivity in Nigerian ports. Ho_2: There is no significant relationship between work automations and cargo throughputs in Nigerian ports.

II. Literature Review

a) *Conceptual Framework*

There are several dimensions of modern technology that can help in port operations. This study is interested in conceptualizing, classifying and categorizing work automation as an independent variable as the umbrella for the conceptual framework of the study. This conceptualization has been adopted from the earlier works of WEF/Accenture (2016), Osler (2017), Jahn and Saxe (2017) and Kenyon (2017) and this has been depicted in Figure 1:



Source: Nigerian Ports Authority (2019). Nigerian Ports Authority Handbook. Lagos. Available online: www.nigerianports.gov.ng (accessed on 16 July 2020).

Figure 1: Conceptual Framework of Influence of work automation on Performance of Nigerian Ports

b) *Work Automations*

Work automation can be defined as the use of integrated technology to develop intelligent solutions for efficient control of traffic and trade flows on the port thereby increasing port capacity and port efficiency (Ayantoyinbo, 2015).

Smart ports (or automated ports) according to Cheon, (2007) generally deploy cloud-based software to assist in creating the operational flows that help the port function smoothly. Currently, most of the ports across the world have technology integrated to some extent, if not for complete management (Ballot, 2016). However, there has been a gradual increase in the number of smart ports, thanks to global government initiatives and the exponential growth of maritime trade. The port of Hamburg, Germany is one such smart port that uses cloud-based solutions for managing energy resources, traffic control, infrastructure facilities, and port property for efficient port operation (Bhandari, 2017).

The degree of automation differs from port to port, depending on the capacity of the port, its location, the amount of cargo it handles, and its economic value. With the growth of mega-ports, the scope of work automation has increased to an unprecedented level. Here is an overview of what smart ports cover (Ballot, 2016).The evolution of work automation is seen across different avenues. These include material unloading and cargo handling equipment, digitization of ship records, inventory management, building the necessary infrastructure, assisting ship docking and maintenance, and more.

Generally, there are three principal areas of work automation – the gates, the Ship-to-Shore cranes, and the stacks (Bhandari, 2017).Port gates are a key checkpoint for identifying and recording every entity entering or leaving the port. For ships, it also includes additional security checks, verification, customs, immigration, and quarantine. These are crucial tasks, necessary to protect the integrity of the port and require implementation of stringent security measures (Etherisc, 2017). As the volume of container traffic through the port increases, these processes consume a lot of extra time, on account of manual limitations. Automating basic processes, such as entry/exit logs, verification, and docking payments can be done with the help of relevant technology. This makes the entire process flow much smoother and well-organized (ESCAP, 2016).

Logistics management with IoT comes into action during the ship to shore delivery of cargo transported by ships. Use of both, manned and unmanned cranes for unloading is currently prevalent. Across the globe, there are only 30 terminals that can be considered fully automated, when it comes to container transportation (Etherisc, 2017).

Automated cranes are used to deliver the containers from the ships to the port by means of unmanned horizontal transportation or unmanned yard cranes. These are later classified by the type of cargo and stacked accordingly in the inventory. These containers handling systems are stable, predictable, and highly efficient. As the cranes are controlled by a computer, the planning and execution process becomes extremely smooth, achieving the required outcomes in the least possible time (Ducruet, & Merk, 2012).

Once the cargo has been offloaded on the port, it is time for the robots to step in. Cargo handlers and stacking cranes are used to stack the containers as per the category specified. The inventory is often managed by the date of departure inland. As the container is to be dispatched for further transportation, robots are once again used to bring them to the designated station and prep them for the road ahead (Etherisc, 2017).

Safety is one of the major concerns while designing the robotic equipment used to assist in cargo transportation. Smart design takes into account the level of human-machine interaction involved. In addition, the entire process is analysed to optimize inventory flow and ensure that there is no friction between multiple processes (Geloso, 2014).

Technology has wrought an enormous change in the way ports function today. Automated systems, advanced navigation software, remotely-operated cranes, and huge robotic cargo handlers have enhanced port efficiency. But there is the proverbial other side of the coin as well. As the use of technology increases, the role of human labour suffers in comparison. In addition, potential cyber-attacks by people with malicious intentions are a consistent threat. Work automation is seen as the future, but is it worth the cost? Let us objectively analyse the pros and cons of smart ports to find the answer (Ducruet, & Merk, 2012).

The initial investment cost of automation is extremely high. These costs are not affordable for every port, especially in the under-developed and developing nations. As a result, a compromised version of semi-automated ports having technology as a secondary support for manual labour is brought into practice (Ducruet, & Merk, 2012).

Automation eliminates the human factor involved in the process. This results in the loss of employment of many workers. Labour unions do not react well to automated systems, for obvious reasons. The transition from employed workers to employed supervisors can be difficult and can create problems during the implementation of automation (Bhandari, 2017).

Cyber security is a growing threat for mega-ports with complete or almost-complete automation. Despite having secure information sharing methods, automated systems are susceptible to malware attacks and loss of sensitive data. A breach in security can result in great losses for the port and is hence a problem with work automation (DHL/Cisco, 2015).

Automated systems need to be updated at regular intervals, to keep up with advancements in the software used. Ignoring updates can result in fatal security breaches, which is why all systems need to be upgraded. This implies continuous maintenance costs for ports (Ducruet, & Merk, 2012).

Work automation should be taking into account the needs of shipping companies as well as the companies whose cargo is actually being transported across the seas. Technology has been immensely helpful in improving the order and operational productivity of ports (Heaver, 2015).

Therefore, in the field of ICT, a person who is responsible for ICT facilities is called a system administrator. The System Administrator (SA) is responsible for effective provisioning, installation /configuration, operation, and maintenance of systems hardware and software and related infrastructure. This individual ensures that system hardware, operating systems, software systems, and related procedures adhere to organizational values, enabling staff, volunteers, and Partners (Ballot, 2016).

Investment in ICT facilities including software and hardware has been given consideration to many organizations regarding to their operations. Initial implementation of ICT facilities may involve a lot of money and an organization can incur loss, but in a long run an organization may get a lot of profit. However, the cost of investing ICT may include buying new products, repairing and running cost (Kenyon, 2017). The impact of ICT investment on performance has become a matter of both academics and practitioners like Etherisc (2017).

c) Performance of Nigerian Ports

Badejo, (1994) is of the opinion that one of the fundamental issues affecting freight operations in Nigeria is lack of coordinated efforts between and within freight modes and operations. Most ports are not linked with dependable road and rail networks. This in turn hampers transport of heavy and extra-ordinary traffic, (Geloso, 2014). Rapu and Ayoade, (1996) stated that one of the most important blocks of sound economic performance is the efficient delivery of goods and materials as quickly and cheaply as possible freight transport plays a key role in the economic development of both developed and developing countries of the world. Freight transport demand is a derived demand which is generated only by inputs to or outputs from agriculture, mining, construction or sea ports industry by purchasing or sales. Thus, the demand for freight is related to economic growth whether it is measured in terms of output expenditure or income.

Over the years the traffic through the Nigerian ports are increasing along with the economic development of the country. It is frequently observed that queues of arriving ships are formed and sometimes ships have to wait for a longer time before berthing. This can be attributed firstly, to the mobility of the existing port facilities to match the ever increasing global trade and secondly, some obnoxious government policies and regulations. This incessant congestion in our ports has resulted in diversion of ships meant for Nigeria ports to other neighbouring country ports. In the reforms and concessioning of 2006, Tin-Can Island Port was concessioned to four different private organizations to manage.

Maduka (2004) defined port congestion as massive un-cleared cargo in the port, resulting in delay of ships in the seaport. According to him, this occurs when ships spend longer time at berth than usual before being worked on or before berth. Onwumere (2008) made mention of port congestion as a situation where in a port; ships on arrival spend more time waiting to berth. In this scenario, more ships will queue at the channels and the outside bar waiting to get space at the terminal for berth age. According to him this waiting time is calculated using the service time of vessels which is one of the ways of measuring port efficiency. His view was that this is a situation whereby cargoes coming into the port are more than the storage facilities can handle.

Port congestion is a global phenomenon not limited to only Nigeria. In 2005 global map of congestion around the world Africa inclusive, the West Coast of Africa including Nigeria was there, the Eastern part of Africa, around Kenya, Southern part of Africa even the West Coast of the United States of America was there several factors attributed to this Zhang et al (2008). Maduka (2004) highlighted the factors responsible for port congestion in Nigeria and suggested ways to control congestion at the ports. According to him, there are advantages and disadvantages in port congestion. He said port congestion brought about realization for better planning, port expansion and development. He cited loss of revenue, unemployment and bad image to the country as its major disadvantages.

Tom (2009) is of the opinion that Nigeria should be warned about reoccurrence of congestion in its port. According to him in spite of the various waivers conceded by the government the dwell time of consignment in the port is gradually jerking up against expected time. He cited the use of manual clearing process as one of the major factors responsible for the reoccurrence of the looming congestion.

Tatcchia et al (2008) has observed that performance operations in most ports of developing nations to be frustratingly slow. However, literatures have substantiated knowledge of logistics as an important ingredient of efficiency. Ogunsiji (2010) is of the opinion that adequate logistics management is the road map involved in the design of efficient and effective configuration of two important flows information and product which often facilitate distribution of a firm's products and services at the right place, right time and right price. Onwumere (2008) is of the opinion that conducive environment is a prerequisite for an efficient logistics system. And any country lacking a good base network of dependable transportation, warehousing communication and other related facilities would hardly be able to configure activity network for sustainable economic survival and development. Most less development countries like Nigeria lacks the expertise needed for crafting environment conducive for the development of good logistics system, have are unable to attract foreign investment a pivotal potential to global business strategy for sustainable competitive advantage.

Ogunsiji (2002) is of the opinion that South African's increasing competitiveness and her ability to attract more foreign investment relative to her other African neighbours like Nigeria. With the recent increasing globalization of business, of improved logistics and management, ports are assuming strategic dimension in international business. Any country bereft of ideological redefinition of her distribution network and port logistics performance in this dynamic and ever changing global competitive market will ultimately be left lagging behind. The speedy accessibility of any container port relates to the potential for the movement of containerized cargoes to and for the ports via the networks, i.e. cargo, through put is significantly and positively related to its degree of accessibility to other shipping services (Osler, 2017).

Somuyiwa and Adebayo (2011) defined infrastructure as a part of a structure, material or economic base of a society or an organization. Therefore, infrastructure can be seen as the basic structure that fosters the good performance of cities, states or countries essential services. Infrastructure as defined above can be understood as the basic structure directly responsible for the efficient functioning of the transport systems and others that support a country's economic development. Thus, the fundamental factors to competitiveness are established by economic performance, government, business and infrastructure efficiency. Statistics show that Nigeria pays over $2 billion in freight each year to foreign ship owners either to export oil to import finished goods. He is of the opinion that off shore rigs and support vessels, coastal cabotage trade and import and export trade amounts to well over $20billion. The consensus is that if Nigeria can gain a foothold in its shipping industry. The potentials will be enormous, the potentials include the followings, namely job creation, foreign exchange earnings, wealth creation and indigenous shipping capacity.

Egharevba (2011) posited that Nigerian Ports Authority desire to change is borne out of the need to embrace global best practice that is to be the best not only in the sub region but indeed in Africa as a whole. She further stated that the proposed Ports Community System (PCS) in what Nigerian Ports Authority has been yearning for. She added that the organization expects the system to generate data directly from the vessels while also helping to solve truck management and control especially in the area of truck congestion at the port gate after clearance.

Iweala (2011) stated that the Federal Government has mandated all the agencies driving port operations; including the Nigerian Customs Service (NCS) to commence 24 hours service, seven days a week at the nation's ports. Customs and other port operators that now work from 9 am to 5pm would start working round the clock, so that Nigerian ports could operate like ports in other parts of the world. The objective of the above stated efforts is to reduce the time spent on clearing goods from months to 21 days and finally to 48 hours clearing in the long run. To ensure 24 hours clearing of cargoes in the port, the issue of power supply at various terminals must be addressed. Terminal operators have complained that power supply at various facilities is dependent on their own generating set and not electricity which is to be supplied by Nigeria Ports Authority as enshrined in the concession agreement Levander (2011).

The output of a port as a service facility providing the means of exchanging commodities between land and maritime transport can be measured in terms of its throughput; the amount of traffic that passes through it in a given time. Productivity is then throughput divided by the amount of factor or factors of production involved in achieving the output. Generally, any of the inputs associated with a given productive effort can be used in the denominator of the productivity ratio. The three traditional factors of production are land, labour and capital. Element of these three factors of production can be used in measurement of port operational productivity. Port productivity can be evaluated from the stand point of the various factors of production labour, infrastructure and equipment in relation to cargo throughput. Analysis of port productivity is a prerequisite for proper port management both for current operations and for planning the replacement of equipment and for investment in new facilities.

d) Productivity

Productivity is the quantitative relationship between output and input, productivity is a measure of output to some index of input use. Arithmetically productivity is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production. This conception of productivity goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which resources are utilized. Labour which is the most commonly used among the factors of production may be taken as the dock labour input in port operation or the total size of personnel, (unskilled, semiskilled, skilled and managerial staff) engaged in port services. It is more usual to define port labour productivity in terms of actual dock labour engaged in cargo work on the quays. Capital also relates to the stock of equipment, plants and other mechanical handling aids used in port operations on which the enhanced productivity of labour much depends. Port productivity has been discussed and argued by many scholars since the emergence of containerization for more than three decades have evolved a lot of development. The most important objective of a port is to decrease or increase throughput (Ducruet & Merk, 2012). As a result, the turnaround of vessel depends on effective allocation and scheduling of key resources such as quay cranes, berths trucks and yard cranes. Ayatoyinbo, (2015) already foresaw this scenario when he stated that careful planning is necessary for obtaining satisfactory results.

Zhang et al, (2008) argued that most researches conducted on port productivity are based on quantitative measures, as it is easier in assessing port performance. Ports are service oriented; therefore, efficiency is very crucial in determining moves per hour for loading and discharging container from and onto vessel. Some researchers have researched into port performance and productivity; they were able to show the critical aspect of productivity in terminals (Ogunsiji, 2010; Levander, 2015; and Kenyon, 2017).

Since the current scenario of world trade goes to cellular vessels, thus the demand for transportation of goods via sea increases tremendously. In view of this, more and more terminals are expanding in order to cater for available demand. Terminals are facing challenges on productivity with more and larger vessels in the shortest possible time. Egharevba (2011)

As a result, in order to obtain operational efficiency, there are three aspects between planning and control level which can be segregated into strategic level, tactical level and operational level (CMA CGM, 2018). This shows that terminal operators need to enhance their planning and operational capability by deploying innovative and state of the art equipment in order to optimize terminal operational process. In order to optimize terminal resources, it is vital to ensure that port terminal operational flow is able to operate smoothly.

Whereas in 2000's most research in port productivity are been narrowed in scope by focusing on terminal equipment such as yard crane and truck (ITF, 2010) quay crane (Zhang et al., 2008; Maduka, 2004) and rubber tyre gantry crane (Zhang et al., 2002). They focused on these aspects to ensure that terminal operators are able to maximize these kinds of equipments. In maritime subsector, Cheon, (2007) described that port productivity and performance is measured in terms of the number of containers moved though a port, known as cargo throughput, on the assumption that the ports are throughput maximizers. World Bank (2016) was of the opinion that port performance indicators are based on economic perspective. As far as shipping industry is concerned, port performance measurement is important to everyone who involves in shipping.

e) Cargo Throughputs

It is worthy of note that average cargo throughput from 1956 to 2005 is 14,467,024 metric tons while the average cargo throughput from 2006 to 2012 is 67, 240, 231. 86 metric tons. The yearly average cargo throughput of 67,240,231.86 metric tons of cargo from 2006 to 2012 over the yearly average of 14,467,024 metric tons from 1956 to 2005 shows a percentage increase of 456.69%. This shows the remarkable progress made in our port developmental efforts since the port concession era. In a nutshell, the pattern in Nigerian port traffic during the pre-concession era is sinusoidal while the post concession experienced a sharp progressive rise. The statistics on Table 2 shows that the cargo throughput increased from 46,150,518 metric tons in 2006 to 77,104,738 metric tons in 2012. This means that between 2006 and 2017, cargo throughput at the nation's ports increased by over 67 per cent. This was as a result of the landlord model of port management which was adopted in 2006 that led to the concession of sections of the ports to private terminal operators, otherwise called concessionaires, and has led to the consistent improvement in cargo throughput.

Table 1: Inward, cargo trend from 1961 to 2017

Year	Inward	Outward	Throughput
1961	1,386,480	1,356,480	2,742,960
1962	1,620,195	1,552,752	3,172,947
1963	1,680,222	1,419,552	3,099,774
1964	1,823,506	1,720,356	3,543,862
1965	2,110,440	1,482,901	3,593,341
1966	2,256,453	1,374,263	3,630,716
1967	2,350,087	1,664,431	4,014,518
1968	2,387,446	1,631,560	4,019,006
1969	2,527,730	1,830,576	4,358,306
1970	2,640,672	2,037,828	4,678,500
1971	2,853,627	1,997,834	4,851,461
1972	2,428,106	1,753,800	4,181,906
1973	2,272,681	1,562,887	3,835,568
1974	2,177,611	1,661,517	3,839,128
1975	2,719,518	1,507,964	4,227,482
1976	4,492,152	2,816,851	7,309,003
1977	5,281,466	2,831,638	8,113,104
1978	4,459,164	3,103,075	7,562,239
1979	5,256,724	3,218,696	8,475,420
1980	5,979,492	2,461,934	8,441,426
1981	8,481,284	2,518,241	10,999,525
1982	11,853,063	2,552,183	14,405,246
1983	15,694,964	2,419,808	18,114,772

1984	17,395,286	2,679,951	20,075,237
1985	15,600,380	2,356,815	17,957,195
1986	20,728,974	2,913,742	23,642,716
1987	20,073,797	2,537,432	22,611,229
1988	16,394,509	2,346,700	18,741,209
1989	12,372,417	2,278,685	14,651,102
1990	13,453,939	2,947,740	16,401,679
1991	9,851,059	2,423,520	12,274,579
1992	9,288,006	2,249,584	11,537,590
1993	7,773,258	3,402,088	11,175,346
1994	8,759,961	4,616,226	13,376,187
1995	9,338,801	6,830,356	16,169,157
1996	11,021,521	6,819,380	17,840,901
1997	13,414,501	5,487,925	18,902,426
1998	12,897,955	5,739,047	18,637,002
1999	9,579,969	4,281,879	13,861,848
2000	9,289,971	3,983,082	13,273,053
2001	10,224,300	5,251,001	15,475,301
2002	11,213,624	5,369,181	16,582,805
2003	14,286,864	5,038,854	19,325,718
2004	15,751,331	6,481,605	22,232,936
2005	19,230,496	9,702,384	28,932,880
2006	24,668,791	11,271,901	35,940,692
2007	35,544,965	35,544,965	57,473,350
2008	41,195,616	23,177,133	64,372,749
2009	45,757,149	20,018,360	65,775,509
2010	46,928,848	29,815,879	76,744,727
2011	52,022,105	31,439,592	83,461,697
2012	46,222,127	30,870,498	77,092,625
2013	50,005,603	28,276,031	78,281,634
2014	53,771,183	31,180,744	84,951,927
2015	48,111,361	29,276,277	77,387,638
2016	43,470,646	26,894,390	70,365,036
2017	43,099,088	28,436,548	71,535,636
TOTAL	913,471,484	468,416,622	1,368,271,526

Source: Nigerian Ports Authority (2019). Nigerian Ports Authority Handbook. Lagos. Available online: www.nigerianports.gov.ng (accessed on 16 July 2020).

Table 1 shows the inward cargo trend from 1961 to 2017. It follows the same pattern like the cargo throughput trend. The trend of cargo throughput follows the same pattern as import trend. It means then that the trend of cargo throughput is greatly determined by the trend of import or inward cargo movement. In a nutshell, the pattern in Nigerian port traffic during the pre-concession era is sinusoidal while the post concession experienced a stable and continuous growth as indicated with the blue line. The trend concurs with that witnessed in total cargo throughput which is clear evidence that the pattern of Nigeria's port traffic is controlled by imports. During the period 1961-2017 import traffic overwhelmed exports. Table also, shows the outward cargo trend from 1961-2017 the export trend was analogous which means there was no improvement in export activities. However, small improvement was recorded from 1971-1974 with a slight upward tilt of the trend line. The situation reversed to the parallel trend from 1975-1987. This means that there was a downward tilt of the trend line. The period 1988-1999 witnessed a slight improvement in export activities with a slight upward tilt of the trend line while the trend line experienced a sharp upward movement from 2000-2017 (UNCTAD, 2018).

Table 1 shows the volume of cargo throughput handled at the Nigerian ports from 1956 to 2012. Cargo throughput is the sum of both the inward and the outward cargo processed by the ports in the given period. There was a slow growth in cargo traffic from 1956 to 1974; and the fall noticeable in-between 1966 and 1970, as a result of the civil war, was not enough to utterly obscure the growth trend. The rise in traffic between 1975 and 1979 was significant although the rise began in 1970. The abrupt rise was not preceded by port development sufficient enough to handle the traffic. The result was the 1975-1978 congestion problems which stemmed from the massive importation of cement called 'cement armada' and other construction material for the rehabilitation of infrastructure destroyed by the civil war. Traffic dropped from 20,075,237 metric tons in 1979 to 17,957,195 metric tons in 1980, peaked again in 1981 and then suffered serious decline that coincided with the global economic recession. This downward trend can be ascribed to the austerity measures introduced by the then government with the view to revamping the ailing economy. The downward trend continued for about nine years with the total cargo throughput in 1989 falling to 13,376,187metric tons. The traffic picked up again in 1990 only for a brief period as it fell during the county's political uncertainty of 1992 and 1993. Since 1996 there has been a rapid rise in cargo throughput culminating in an unprecedented volume in 2016 with a slight decline in 2017 (Nigerian Ports Authority, 2019).

III. Theoretical Framework

a) *Instrumental Theory*

The theoretical starting point for the study analysis is the well-established literature on new technology adoption. This literature points to delays in the adoption of new technologies and differences in adoption rates across firms, industries and countries (Gallear, Ghobadian & O'Regan, 2008). The existing theoretical models focus on a number of factors explaining this delay and the variation in the adoption rates including uncertainty about the characteristics of the new technology.

Instrumental theory offers the most widely accepted view of technology. It is based on the common sense idea that technologies are "tools" standing ready to serve the purposes of their users. Technology is deemed "neutral," without evaluative content of its own. However, what does the notion of the "neutrality" of technology actually mean? The concept usually implies at least four points. First technology, as pure instrumentality, is indifferent to the variety of ends it can be employed to achieve (Levander, 2015). Thus, the neutrality of technology is merely a special case of the neutrality of instrumental means, which are only contingently related to the substantive values they serve.

This conception of neutrality is familiar and self-evident. Secondly, technology also appears to be indifferent with respect to politics, at least in the modern world, and especially with respect to capitalist and socialist societies. A hammer is a hammer, a steam turbine is a steam turbine, and such tools are useful in any social context. In this respect, technology appears to be quite different from traditional legal or religious institutions, which cannot be readily transferred to new social contexts because they are so intertwined with other aspects of the societies in which they originate (Gallear, Ghobadian & O'Regan, 2008).

The transfer of technology, on the contrary, seems to be inhibited only by its cost. Thirdly, the socio-political neutrality of technology is usually attributed to its "rational" character and the universality of the truth it embodies. Technology, in other words, is based on verifiable causal propositions. Insofar as such propositions are true, they are not socially and politically relative but, like scientific ideas, maintain their cognitive status in every conceivable social context. Hence, what works in one society can be expected to work just as well in another. Lastly, the universality of technology also means that the same standards of measurement can be applied in different settings (Bitner, Brown, & Meuter, 2000). Thus, technology is routinely said to increase the productivity of labor in different countries, different eras and different civilizations. Technologies are neutral because they stand essentially under the very same norm of efficiency in any and every context. Given this understanding of technology; the only rational stance is unreserved commitment to its employment. Of course, we might make a few exceptions and refuse to use certain devices out of deference to moral or religious values.

Reproductive technologies are a case in point. Even if one believes that contraception, abortion, test tube babies are value neutral in them, and, technically considered, can only be judged in terms of efficiency, one might renounce their use out of respect for the sacredness of life (Bitner et al., 2000). This approach places "trade-offs" at the center of the discussion. The instrumentalist understanding of technology is especially prominent in the social sciences. It appears to account for the tensions between tradition, ideology and efficiency, which arise from socio-technical change. Modernization theory, for example, studies how elites use technology to promote social change in the course of industrialization. In addition, public policy analysis worries about the costs and consequences of automation and environmental pollution. Instrumentalism provides the framework for such research (Gallear et al., 2008).

b) *Resource Based Theory*

Resource based theory (RBT) has been used by different scholars whose attention is in studying ICT impacts and organization performance. As Ayantoyinbo (2015) noted, RBT was pioneered by Maduka (2004) and it has in recent years gained popularity in ICT research studies. Different scholars, for example, Ducruet & Merk (2012); Baradwaj (2010) argue that the unique resources are the main sources of competitive advantage and organization performance. Researchers have identified various ICT resources, such IT capabilities, IT infrastructures and IT human resources (Baradwaj, 2010). While according to Somuyiwa and Adebayo (2011), assert that IT-enabled supply chain capabilities, which are firm-specific and hard-to-copy across organizations. These capabilities can serve as a catalyst in transforming IT-related resources into higher value for a firm. DHL/Cisco (2015) defined resources as stocks of available factors that are owned or controlled by the firm. Based on previous studies; ICT resources in this study are defined as a multidimensional term which integrates software and hardware which enhance telecommunication functions. These infrastructure (application, data, server and network), ICT personnel (people who posed technical know-how), ICT capital (cost of implementing and running ICT in an organization).

c) Empirical Studies

Previous studies on modern technology and ports' performance have mixed results; some argue that IT is an alternative paradigm to ports' performance, while some disagree. For instance, Bhandari (2017) examines the impact of the technology on logistics and supply chain management. The author mainly focuses on the secondary data for collecting data relating to various technology used in logistics and supply chain management. The author draws conclusion that technology is a vehicle to enhance supply chain competitiveness and performance by enhancing the overall effectiveness and efficiency of logistics system.

Heaver (2015) also examine the effects of information technology on Port performance in Nairobi Kenya to realize its significant impact on their operations in order to guarantee their profitability and growth. Data was collected from 10 firms in the logistic industry suppliers in Nairobi. The data was analyzed with the aid of SPSS and result shows that there is a strong relationship between IT and the performance of logistic firms in Nairobi County.

In another study, John and Saxe (2017), determine the effect of information technology on port's warehouse management. The researcher used descriptive research design taking Jomo Kenyatta University of Agriculture and Technology as a case for this study. The target population was 930 and a sample size of 50. The sampling design adopted was stratified random sampling. Data collection was done by use of questionnaire and informal interviews. Result indicates that information technology has positive effect on port's warehouse management. Similarly, Somuyiwa and Adebayo (2011), also examine the impact of ICT usage on logistics activities of sea ports companies in Southwestern Nigeria. Both descriptive and inferential statistics were employed to analyze the data. The study reveals that ICT has strong relationships between with Logistics activities.

Also, Chieh-Yu and Yi-Hui (2007) investigate the impact of technological innovation on the performance of China's Logistics Industry. The paper employs the questionnaire survey to study the factors influencing the adoption of technological innovations by logistics service providers in China as well as the influences of technological innovation on supply chain performance. Technological innovations are categorized into data acquisition technologies, information technologies, warehousing technologies, and transportation technologies. The results show that the adoption of technological innovations is significantly influenced by technological, organizational and environmental factors, and adopting innovative technologies increase supply chain performance for the logistics industry in China (UNCTAD, 2018).

Closs and Kefeng (2000), also provide empirical evidences indicating that technology has the potential to improve overall port capabilities. The study indicates that IT is a high priority for 3PL users. IT capabilities also are seen as exceptionally critical to the integration of logistics services provided by 3PLs (Baradwaj, 2010). Also, Mzoughi, Bahri and Ghachem (2008) investigate the impact of supply chain management and Enterprise Resource Systems (ERP) on organizational performance and competitive advantage in Tunisia by conducting a survey on 216 Tunisian managers. Their results show the importance of SCM and ERP systems adoption as well as reveal their positive impact on organizational performance and competitive advantage in Tunisians companies. However, the findings of Bhandrai (2017) and Zakaria, Zailani and Fernando (2010) are contrary the previous studies, their studies reveal that information technology had no moderate effects on the ports' performance. In another study, Wu, Sengun, Daekwan and Tamer (2006) argue that making investments in modern technology does not necessarily guarantee the increase of enterprise performance.

IV. Methodology

The research design applied in this study is the survey research design. .In the context of the study, the target population consisted of top level managers from all the six (6) ports in Nigeria Port Authority namely: Tin can Island Port, Apapa Port, Onne Port, Warri Port, Port Harcourt Port and Calabar Port. The major research instrument used was the questionnaire. Thirty (30) copies of questionnaire were distributed to the respondents from the six major sea-ports in Nigeria. The respondents were department heads and senior port managers.

Table 2: Selection of the Respondents

NPA PORT	Harbour Dept.	Traffic Dept	Statistics Dept	M & C Department	Tariff Billing	Total
Lagos Port	1	1	1	1	1	5
Tin Can Island Port	1	1	1	1	1	5
Delta Port	1	1	1	1	1	5
Port Harcourt Port	1	1	1	1	1	5
Onne Port	1	1	1	1	1	5
Calabar Port	1	1	1	1	1	5
						30

Source: Survey Data, 2020.

Reliability refers to whether a repetition of the study would give the same results or not. In this study, the reliability was confirmed by conducting a confirmatory test of internal consistency on the instrument with our sample, using the Crombach alpha value with the aid of the computerize SPSS software. Hence, only result of 0.7 and above were considered acceptable.

Table 3: Test of validity Cronbach Alpha

	Reliability Test	No. of indicators	Alpha Coefficient
Variables	Dimension/measures		
Work	Automation	5	0.875
Performance	Productivity	5	0.881
	Cargo throughput	5	0.896
Source: SPSS	22.0 Output and Survey Data, 2020		

As revealed in Table 3, the result on the Cronbach Alpha reliability for the instruments on the variables demonstrate all instruments as having good reliability scores. This is demonstrated by the Cronbach Alpha coefficients which are all revealed to surpass the 0.7 threshold for adequate reliability results.

In this study, percentages, ratios, frequency distribution, scaling, ranking and other statistical tools were used to analysedata. Also, Pearson Product Moment Correlation Coefficient (r) and t- test would be used to test the hypotheses formulated in the study. Pearson's Product Moment Correlation Coefficient formula is given as:

$$r = \frac{n(\Sigma x y) - (\Sigma x)(\Sigma y)}{\sqrt{[n(\Sigma x^2) - (\Sigma x)^2]\ [n\Sigma y^2) - \Sigma y)^2]}}$$

For 't' we have:

$$\sqrt{n} \quad t = \frac{r - 2}{\sqrt{1-r^2}}$$

Where; Σ = Summation sign

r = correlation coefficient

n = number of observations

x = independent variable

y = dependent variable

V. Decision Criterion

Reject (Ho) if computed t is greater than or equal to the t value obtained from the statistical table at a corresponding level of significance of 5% then the alternative hypothesis (Hi) is accepted; but, if otherwise (Hi) is rejected and Ho accepted (Ali, 2006).

All these analyses shall be computed by using statistical package for social sciences (SPSS) version 22.0.

VI. Results, Analysis and Discussions

Demographic Characteristics of Respondents: This is concerned with the characteristics of respondents. It covers areas such as gender, age, academic qualification, working experience and current job title/position. The Tables below illustrate the demographic characteristics of respondents:

Age of Respondents: the table below, shows the age distribution composition of the respondents.

Table 4: Age of Respondents

Age of respondents	Frequency	Percent
36-45	16	53.0
46-55	11	37.0
55 above	3	10.0
Total	30	100.0

Source: Survey Data, 2020.

Table 4 above reveals the age distribution of the respondents to the questionnaire items. The table shows that (16) representing 53% of the respondents are within the age brackets 36-45. It further shows that (11) representing 37% of the respondents are within the age bracket 46-55. Finally, the table revealed that (3) representing 10% are 55 years and above.

Table 5: Gender of Respondents

Gender	Frequency	Percent
Male	24	80.0
Female	6	20.0
Total	30	100.0

Source: Research survey, 2020.

Table 5 shows that there are more male, 24, representing (80%) than female 6, representing (20%) of the respondents. Although the frequency is so far from to each other, this finding simply shows that sea ports have more male workers than female.

Table 6: Years of work experience of Respondents

Work experience	Frequency	Percent
0 -20	16	53.0
21-30	11	37.0
>31	3	10.0
Total	30	100.0

Source: Survey Data, 2020.

Table 6 presents the numbers of years which each respondent have put into the service of the ports authority. The table shows that 16 (53%) have spent up to 20 years in the services of the sea-ports. 11(37%) said they have between 21-30 years Nigerian ports authority. While, 3 (10%) have spent more than 31 years working with the Nigerian port authority.

Table 7: Educational qualification of respondents

Work experience	Frequency	Percent
OND/NCE	3	10.0
BSc/HND	16	53.0
MSc above	11	37.0
Total	30	100.0

Source: Survey, 2020.

Table 7 presents the academic qualification of those that responded to the research instrument. The table shows that (3) representing 10% of the respondents are OND/NCE certificate holders. The table further illustrate that (16) representing 53% are BSc/HND certificate holders, while (11) representing 37% have MSc certificate and above. This finding indicated that all the respondents have a certain level of academic qualification that would guide their thinking.

Table 8: Position of Respondents in the organization

Position	Frequency	Percent
Supervisors	11	37.0
Accountant	3	10.0
Managers	16	53.0
Total	30	100.0

Source: Research survey, 2020

Table 8 presents the job designation (status) of the respondent. From the table above, it will be discovered that 11(37%) of the respondents are the supervisors of their various units. 3(10%) of the respondents are senior Accountants with the port authority while, 16(53%) are senior Managers.

a) Hypothesis Testing

In chapter one, in order to provide tentative answers to the research questions, hypotheses were stated in the null form. All the stated hypotheses indicate a bivariate relationship. The hypothesis will be put to test using Pearson product moment correlation (PPMC) analysis.

According to John & Saxe (2017), they posit that it is preferable to and reasonable to combine items measuring the variables into one index in order to operationalize a single dimension of concept. This is called recoding or transformation of variables. The transformed variables will be used to represent the proxies

b) Interpreting Correlation Coefficients

Akujuru and Enyioko (2018) gave a scale for interpreting in semantic terms, the statistical significant of Pearson correlation coefficient of different magnitude. See the table below.

Table 9: Interpreting Correlation Coefficients

Correlation coefficient.	Appropriate interpretation
+.70 to +1.0	Very strong positive relationship
+.50 to +.69	Substantial positive relationship
+.30 to +.49	Moderate positive relationship
+.10 to +.29	Low positive relationship
+.01 to +.09	Negligible positive relationship
00	No relationship
-.01 to -.09	Negligible negative relationship
-.10 to -.29	Low negative relationship
-.30 to -.49	Moderate negative relationship
-.50 to -.69	Substantial negative relationship
-.70 to -1.00	Very strong negative relationship

Source: Adopted from Akujuru and Enyioko (2018).

Hypothesis 1

H_{01}: There is no significant relationship between work automation and productivity of the sea-ports in Nigeria.

Table 10: Correlations of Automation and Productivity of the Sea-Ports in Nigeria

		Work.Aut	Prod.
Work	Pearson Correlation	1	.720
	Sig. (2-tailed)		.001
	N	30	30
Serv	Pearson Correlation	.720	1
	Sig. (2-tailed)	.001	
	N	30	30

Source: SPSS 22.0 Output and Survey Data, 2020

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

Table 10 presents a coefficient of 0.720 which indicated a strong positive relationship between work automation and productivity and it is statistically significant. This infer that the null hypothesis should be rejected which infers that there is no significant relationship between work automation and productivity of Nigeria sea-ports and accept the alternative.

Hypothesis 2

H_{02}: There is no significant relationship between work automation and throughput level of sea-port in Nigeria.

Table 11: Work Automation and Throughput Level of Sea-Port In Nigeria

Correlations			
		Work	Cargo
WORK	Pearson Correlation	1	.520
	Sig. (2-tailed)		.000
	N	30	30
CARGO	Pearson Correlation	.520	1
	Sig. (2-tailed)	.000	
	N	30	30

Source: SPSS 22.0 Output and Survey Data, 2020

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

Table 11 presents a correlation coefficient of 0.520. By interpretation, this is a moderately positive relationship between work automation and throughput level of the Nigeria sea-port. The coefficient is statistically significant hence we reject the null hypothesis which infers that there is no significance relationship between work automation and throughput level of the sea-ports in Nigeria and accept the alternative.

VII. Discussion of Findings

The study explored the relationship between work automation and performance of sea-ports in Nigeria. The study adopted the usage of work automation which also became the independent variable and dimension of the study. This has become obvious in cognizance with Closs and Kefeng (2000), who also provide empirical evidences indicating that work automation has the potential to improve overall port capabilities. The measures of port performance were productivity and throughput level of the sea-ports in Nigeria. These measures were found to be in consonance with some of the major key performance indicators for measuring performance of sea-ports all over the world (Closs & Kefeng, 2000).

To a very large extent, the study observed that port value increases by giving satisfactory evaluation of work automations/systems and administration. The study observed that to a very large extent, work automations/systems administration are often used as key performance indicators (KPI) in Nigeria port. This is true of the system of administration of all port management authority in Nigeria. To a very large extent, study observed that they give room for the assessment of work automations/systems administration. To a very large extent, the respondents were allowed to make variety of inputs on work automations/systems administration in their various sea-ports. Staff of the ports have the requisite skills to give critical assessment on the issues of work automations/systems administration. These findings are in consonance with the works of Jahn and Saxe (2017) and Wilson, et al (2015).

Staff are involved in open and robust discussions with the management on strategic effect of productivity in the port operation. To a very large extent the study observed that marine port is positively affected by productivity. The study equally observed that productivity is very important for Nigeria ports growth. To a very large extent the findings discovered that cargo throughputs are positively affected by the operations of Nigerian sea-ports. The study further observed that the quality of interaction between staff and customers become positive for the growth of cargo throughputs in Nigerian sea port. To a very large extent the study found out that the increase in cargo throughputs lead to effective and efficient port operations in Nigeria and to a very large extent the study finally discovered that port operations give rooms to staff to suggest new ways or approaches on how to improve cargo throughputs.

a) *Summary of Findings*

The study investigated the relationship between work automation and the performance of sea-ports in Nigeria. The findings of the study revealed that to a very large extent, work automations are often used as key performance indicators (KPI) in Nigeria port. This is true of the system of administration of all port management authority in Nigeria. To a very large extent, the study observed that ports give room for the assessment of work automations. To a very large extent, the respondents were allowed to make variety of inputs on work automations in their various sea-ports. Staff of the ports have the requisite skills to give critical assessment on the issues of work automations.

The study postulated and tested two hypotheses. Hypothesis one indicated a moderately positive relationship between work automation and productivity and it is statistically significant. This infer that the null hypothesis should be rejected which infers that there is no significant relationship between work automation and service quality of Nigeria sea-ports and accepted the alternate hypothesis. Finally, the result of hypothesis two indicated a moderately positive relationship between work automation and throughput level of the Nigeria sea-port. The coefficient is statistically significant hence we reject the null hypothesis which infers that there is no significance relationship between work automation and throughput level of the sea-ports in Nigeria and accept the alternative. By this finding the study indicated moderately positive relationship between technology and the performance of the sea-ports in Nigeria.

VIII. Conclusion

Automation is a global trend in port container terminals. However, the level of work automation adopted in each terminal depends on different factors that are inherent to its status of development, the subsystem object of automation, and the yard operating system, among others. Port authorities around the world increasingly embark on digital strategies that evolve from renters or asset managers to active digital communities. With the need for more efficiency-enhancing coordination in supply chains, port authorities increasingly grow into hubs of physical and information flows among different stakeholders. In the light of growing worldwide competition, ports see the necessity to become more dynamic actors in order to avoid the risk of decreasing significance. Conclusively, there is significant relationship between work automations and productivity in Nigerian ports and there is significant relationship between work automations and cargo throughputs in Nigerian ports.

IX. Recommendations

Deriving from the findings of the research work, the research recommends have been made as follows;

1. Port managers should improve on productivity orientation of their ports by encouraging the use of efficient work automation in order to improve performance of the port.
2. Port managers should recommend work automation that will improve throughput level of the various sea-port so as to improve the income generation activities of port thereby improving the nation's economy.
3. Port managers should recommend the computerization, work automation in such a manner that is in compliance with best practices all over the world so as to improve the throughput of the various sea-ports.

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19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation) by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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