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MA ADMINISTRATIVE MANAGEMENT

PROJECT WORK

UNDERSTANDING THE CHALLENGES OF IMPLEMENTING HUMAN RESOURCE SCHEMES IN ORGANIZATIONS. A CASE STUDY OF THE FORESTRY COMMISSION OF GHANA.

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JUNE, 2019
DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

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CERTIFICATION

I hereby certify that this thesis was supervised in accordance with the procedure laid down by the university

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DR. DAMOAH, OBI BERKO DATE
ABSTRACT

This study assesses the gaps associated with official procedural plan of the Forestry Commission’s Scheme of Service (SoS) and the dynamics of its actual implementation over the years. Additionally, the study also seeks to address the perceived imbalance between different categories of staff with respect to work definition, career progression, salaries and remunerations within the service structure of the FC. A cross-sectoral survey was carried out among Eighty, (80) staff in the following category; Directors, Managers, Assistant Managers and Administrative Officers. Simple Random and Purposive Sampling Techniques was employed in gathering and analyzing data. Following from the study it was observed that training of staff on the Scheme of Service, (SOS) before, during and after the implementation process was woefully inadequate and this cuts across board irrespective of their job category. Consequently, from the study it is indicative that there was no consultation before implementation of the Scheme. These inadequacies influenced negatively staff attitude and perception about change in organizational performance. To have a robust Scheme of Service, (SoS), for the Forestry Commission, it is recommended that there should be detail implementation plan which is sustainable, coupled with staff involvement in decision making creating ownership. Monitoring and Evaluation mechanism is also recommended to address gaps identified and challenges that has bedeviled the Schemes. Finally, it is recommended that staff should be sensitized to create the needed awareness which was found lacking when the study was conducted.

Keyword: Scheme of Service, implementation, monitoring, evaluation
DEDICATION

To the memory of my father. Mr. Maxwell Theodore Kofi Dzunu whose vision it has always been for me to pursue higher education. I owe you this much.

To the memory of my mother. Mrs. Veronica Senanyuie Dzunu who would have been overjoyed at this milestone I have attained.

To my husband and best friend, Kenneth Adiase who continuous to be my ultimate support.

To the girls: Enam Malaika Afua Adiase and Elorm Michelle Isami Adiase. This is your springboard. You can only do better.

To my only sister, Mrs. Praise Mensah Dzunu, a PhD student who insists that we may continue in the pursuance of our father’s dream. I owe you for whipping me in line.
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(Mathew 7:7)

I found help in places I least expected.

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List of Abbreviations
SoS – Service of Scheme
FC - Forestry Commission
CHAPTER ONE
INTRODUCTION

1.1 Background

Due to the competitive environments in which businesses find themselves, they are obliged to ponder policies that will help them become more inventive, dynamic, and resourceful. It is vital that businesses make the most of all means to augment the efficacy of their processes. While many elements impact upon this value, employees are an important means and not cost. Employees often represents an important quota of expenditures incurred by institutions (Schraeder & Becton, 2001).

Considering the need to remain economical, state-of-the-art benefit policies such as motivation plans are often established in an effort to support employee motivation and goals with the objectives of the business. Throughout the world, the question of employee career development is an important motivational tool as it can decrease employee’s displeasure, conflict and strife. Professional development nurtures the effectiveness of institutional forces by means of assignment of appropriate ranks (Bhattacharyya, 2012). In emerging nations, workforce motivation and development remains a dire issue that has led to the development of various schemes geared towards employee satisfaction. Amongst the numerous employee incentive schemes being practiced by organizations are workforce honorarium and incentive systems that are appreciated at numerous establishments as the most prevalent type of individual performance-related system in the UK (Chartered Institute of Personnel and Development, 2015). Others include retirement benefit schemes like industrial pension system, provident fund scheme, individual pension scheme as well as other privately managed pension schemes. A scheme that directs a career development path for an employee in his/her working life is the Scheme of Service.
The Scheme of Service is an administrative instrument fashioned to offer a comprehensive structure to enable the employment, advancement and career development of the workforce. It affords for a distinct job organization, which will draw, inspire and aid preservation of appropriately skilled workforce of the institution.

The Forestry Commission (FC) is a non-private sector organization that was set up in accordance with the 1992 Constitution through an Act of parliament, Act 571 of 1999. This Act brought under the Commission the main non-private sector organizations that were executing the roles of guarding, advancement, administration and providing directives for forests and wildlife resources and related matters like the Forest Services Division, Wildlife Division, Timber Industry Development Division, Forestry Commission Training Centre, Resource Management Support Centre. The vision of the Commission is “To leave future generations and their communities with richer, better, more valuable forestry and wildlife endowments than we inherited” and in order to achieve this vision, a mission “To sustainably develop and manage Ghana’s Forestry and Wildlife resources” was set out to achieve this collective vision of the Commission.

The Commission is overseen by the Ministry of Lands and Natural Resources who has a mandate to regulate the utilization of forest and wildlife resources, the conservation and management of those resources and the coordination of policies related to them. The highest decision body of the Commission is the Board of Commissioners consisting of eleven (11) members drawn from various backgrounds within the sector. The Forestry Commission currently has a total staff strength of 3,535 spread throughout the various divisions out of which 519 are within the managerial band whiles 3,016 are non-managerial staff. The Chief Executive administers the daily management of the commission, and doubles as a member of the board. The Forestry Commission has an Executive Management Team that is made up of Executive Directors from the three main
Divisions (Forest Services, Wildlife and Timber Industry Development) and other Directors from the various units/department.

The Forestry Commission according to its strategic imperatives are to attract, develop and retain well motivated, skilled and efficient workforce by implementing an efficient and effective organizational infrastructure and culture. The relevance of such a document is so critical in the evolution of the Forestry Commission, as a distinct public service organization in Ghana, in compliance with the provisions of the Forestry Commission Act 571. The purpose of the Scheme of Service is to provide the Commission with a policy guideline that will ensure that all staff are highly motivated, disciplined, equipped and loyal with the relevant knowledge skills and attitude (Forestry Commision, 2015). The Commission is also involved in other retirement benefit schemes like the pension scheme and the Staff Terminal Benefit Scheme that have been put in place to secure staff during retirement.

However, four years after implementing the scheme of service, staff of the commission still feel they have no idea regarding the content and the effectiveness of its implementation. It is therefore imperative to demonstrate how different category of staff bring different perspectives to understanding the commission’s scheme of service.

1.2 Problem Statement

During the period of the then Forestry Department now Forestry Commission, career progression of staff was hierarchical, hence, employees had a fair idea of what and how to progress on the organizational ladder. This has not been the case after it was changed to become the Forestry Commission in 1999. The Commission then operated an organic structure that was characterized by extremely flat interactions across the organization. This structure stalled promotion of staff for
many years as staff could remain in one position for far too long without any hope of career advancement. This stagnation of staff promotion and loss of career path resulted in low morale, disenchantment and apathy to work. To remedy this situation, staff of the Commission saw the establishment of the Scheme of Service that clearly outline the process of career advancement as a restoration of the glory old days. However, four years after implementing this Scheme of Service it is believed that it has not served its intended purpose for which it was adopted. For instance, majority of employees do not seem to understand how the scheme of service is applied and this stems from the fact that some employees on the same level do not attract the same benefits to the dismay of the disadvantaged staff. This calls to question how the scheme of service is being implemented, interpreted and applied to staff of the Commission. This study therefore assess the gaps associated with official procedural plan of the scheme and the dynamics of its actual implementation over the years.

The study will address the perceived imbalance between different categories of staff with respect to work definition, career progression, salaries and remunerations within the service structure of the FC. The subsequent results of this study would improve and serve as additional literature on SOS implementation in the public service sector in Ghana.

1.3 General Objective

The overall goal of the study is to weigh staff levels of understanding of the SOS and the challenges associated with its implementation.

1.3.1 Specific Objectives

The specific objectives are;

- To weigh the level of understanding of the scheme among staff
To examine the extent of effectiveness of the scheme of service implementation on staff motivation and career progression.

To determine the gaps associated with the execution of the Scheme of Service from the perspectives of the staff.

1.4 Research Questions

To gain a better understanding of how the SOS implementation has influenced respect to work definition, career progression, salaries and remunerations within the service structure of the FC, the following questions are formulated:

What has been the level of understanding of the scheme among staff?

What is the extent of the effectiveness of the scheme of service implementation on staff motivation and career progression?

What gaps can be identified with the implementation of the Scheme of Service?

1.5 Delimitations

Forestry Commission is the organization mandated to manage Ghana’s forest and wildlife estate. At the core of this management is staff. The Commission has districts and offices dotted all around in the country composed of divisions and departments. The entire workforce of the commission is 3535 and because of budgetary and time constraints, this research was concentrated at the headquarters in Accra. Respondents were randomly selected from the Corporate Headquarters, Wildlife Division, Forest Services Divisions and Timber Industries Division. The selected population for this research was 80.
1.6 Organization of the Study

The study is divided into five (5) chapters. Chapter One which is the introduction and the general background of the research, statement of the problem, purpose of the study, research objectives and questions, significance of the study, delimitations and organization of the study.

Chapter Two reviewed works that relating to the topic under consideration. The part looked at the general view about staff motivation and how scheme of service fits in the world of Ghana’s forestry. The chapter looked at the theoretical framework underpinning the study. Finally a conceptual framework of the study was proposed and explained.

In chapter 3 the study methodology was demarcated and explained. In the course why a specific style was preferred over others was defensible. In that development the study method was delineated and the numerous approaches engaged to assemble statistics mapped out. Principled deliberation of the technique preferred was clarified and the constraints of the approach underlined. And finally deductions drawn.

Chapter 4 was dedicated to statistics examination. The connection between the study and the principles selected will be proven. The research questions will be evaluated and their implication to the study query and objectives confirmed.

Chapter 5, implications and deductions was made about the study and a precipitate derived. After the derivation of the summary, recommendation was recommended.
CHAPTER TWO

LITERATURE REVIEW

This chapter defines some key terms, reviews Theoretical Framework, Empirical Literature, conceptual framework Human Resource Schemes most importantly the Forestry Commission’s Scheme of Service (SOS). The chapter also goes on to introduce the theories underpinning this research and also the conceptual framework.

2.1 Scheme of service
A Scheme of Service is a legal document approved with accord to protocols of service commissions. It outlines specific qualifications, duties, competencies, skills and experiences essential for potential job holders as well as the duties and responsibilities of the job. The Scheme of Service also stipulates the approach of the recruitment process as well as salary attached to the grade (Armstrong, 2012).

2.2 Human resource policies
They monitor the deeds and choices of members of an organization. It contains directives dispensed from top management and provide a framework for the conduct of members of an organization. Human resource policies are statements of conduct. They instruct employees as to how they should conduct themselves in specific situations. They are a tool for effective human resource management (Armstrong, 2012)

2.3 Human resource management
A concern of Human Resource Management exists in acquiring then applying human resource effectively. Human resource management has four main objectives:

1. To help the organization attract and choose competent employment applicants
2. Train workforces with the skills necessary for up-to-date and upcoming specialized executive

3. Support the organization to scheme and implement schemes and tactics for developing employee potential

4. Support the organization to scheme and device schemes and tactics for recompensing and stimulating the workforce (Armstrong, 2012).

2.4 Theoretical Framework

This section critically reviews the theoretical framework for the research. The section begins with a presentation of the chosen framework, justification and relevancy to the research objectives, definition of key components of the chosen theories and followed by convergence of the framework.

The theoretical framework of this research is grounded on the Need Hierarchy by Maslow, Equity theory by Adams and Two-Factor theory by …. The reason for choosing two theories is that single motivation theory in itself is not able to explain people’s motives or lack of motives. Combination of these theories will also help to combine the strength of these two motivation theories to achieve the research objective. Need Hierarchy theory belongs to the content theories stack i.e. focuses on what and the equity theory have its place in the process theories stack i.e. emphasis on how (Ivancevich et al., 2014).

2.5 Need Hierarchy Theory

Need Hierarchy theory is of the view that individuals are encouraged to accomplish definite desires. After any want is satisfied, an individual trails and accomplish the next one, and so on. The deficiency or simple wishes are held to encourage humans after they are unmet. In
accumulation, their want to accomplish such desires will emerge as more suitable the lengthier the length they are deprived. A case in point is the lengthier one is deprived of nourishment the extra starved he will become.

Individuals need to satisfy lesser stage simple wants prior to progressing to satisfy greater degree growth desires. After these desires have been reasonably fulfilled, individuals could additionally remain in a position to attain the perfect level called self-actualization.

All characters are successful in addition has the wish to travel up the hierarchy in the direction of a degree of self-actualization. Regrettably, advancement is frequently interrupted by means of letdown to a certain amount of needs. Issues of life that includes split-ups and redundancy may cause a person to sway amid phases of the pyramid.

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Figure 1: Maslow's Needs Hierarchy (Ivancevich et al., 2014 pp 116)
2.4.1 Components of Need Hierarchy Theory

2.4.1.1 Physiological needs

These are needs that individuals or staff working in an organization need for survival. According to (Ivancevich et al., 2014), these includes salary to leave on, food, clothing, shelter, etc. These factors can have positive or negative impact on how much a staff put in (input) to be able to achieve the desired output for the company or organization.

2.4.1.2 Safety and security needs:

Burns et al., (1992) defines safety from the systems point of view and argue that safety is to be free from failure that could cause direct harm and security is to be free from issues that when manifest can increase the ability to be harmed from others or systems. Ivancevich et al., (2014) posit that security and safety issues includes receiving regular salary increases, medical insurance and working in environments that protect staff from harm.

2.4.1.3 Belongingness, social, and love needs.

These needs encompass the ability to being accepted by larger society especially for the purpose of this research professional associate. Its thus include working in groups that are cooperatives and also supportive supervisors (Ivancevich et al., 2014). The aim of staff is to have a sense of belonging, create social bonds and generate love among staff. This goes a long way to achieve self-esteem. These needs help the staff to generate maximum input for the organization

2.4.1.4 Self-Esteem.

Esteem wishes encompass how confident one feel, sense of fulfillment and worth. Self-esteem seeks to let one be aware their personal self-identification and admiration and appreciation from others (Crocker & Major, 1989; Greenwald & Banaji, 1995; Scheier et al., 1994). Implementation
of motivation schemes are aimed at ensuring that staff achieve the self-esteem that comes with their achievements and education. Guaranteed promotion and the rewards (monetary and non-monetary) that come with the promotion. This feeds into the self-actualization of the person.

2.4.1.5 **Self-actualization.**

Self-actualization is considered the zenith of human endeavor. Staff in organizations strive to achieve the highest level within the organization according to their ability and knowledge. It also includes the ability to start new ideas and mentor others (Bar-On, 2001; Maslow, 1965). Organizations create service schemes to enable staff to reach their potentials i.e.

Self-actualization in a well-defined and systematic manner.

2.5 **Equity Theory**

Al-zawahreh & Al Madi (2012) theorize that equity theory is being more and more considered with preference among human resource practitioners due to how it ensures results that are honest. Equity is a principal issue for government, labor, and industry. In any given situation, fairness is relevant especially given that there is generally a structure of exchange; for instance, between couples, teammates, or employer and employee. In these unique situations, emotions of inequity may additionally occur. Significantly, how personnel become aware of transactions between them and employers may additionally now not usually be in economic terms but sometimes includes relative justice. In positive cases, personnel count on to be handled equally when compared to those of equal rank, especially in terms of pay and attention (Al-zawahreh & Al Madi, 2012).

Equity theory is of the view that motivation of staff is based on fairness and also the identification of inequity in inputs or outputs of themselves and what is called referent group, adjustment is done
to their input to reach their perceived equity (Al-zawahreh & Al Madi, 2012). This theory is more appropriate when the research is based on finding out how inputs [effort, loyalty, hard work, etc.] affects outputs [financial rewards, degree of progress/development, employment safety etc.] (Sun, 2016). Equity theory was used to study buyer-seller exchange situations (Huppertz et al., 1978), predict the effects of participation in justice or Police studies in Australia (Boaks, 1995) and social support situations (Fujihara & Kijima, 1990).

The power of equity theory is that equity is one determinant of motives for staff of organizations to give off their best and also the theory contributes to both theory and practice in motivating staff of organizations. The critique of this theory is the difficulty in measuring perception of staff on the issue of inputs versus outputs and also clear definition of precise actions one ought to undertake to re-establish fairness when unfairness is perceived (Al-zawahreh & Al Madi, 2012).

Figure 2: Adams' Equity Theory-Job motivation (Chapman, 2002 based on JS Adams’ Equity Theory, 1963)
2.5.1 Components of Equity theory

2.5.1.1 Inputs
To be able to receive outputs and individual needs to exhibit efforts. These efforts are the contributions that the individual makes towards the organization. These efforts are called inputs (Carrell & Dittrich, 1978; Mitchell, 1982; Steers, Shapiro, Steers, & Mowday, 2004). It is argued that needs of an individual has effect on input that is exhibited by the staff. Motivation schemes are aimed at generating inputs for staff for the organization.

2.5.1.2 Outputs
Outputs are benefits or results that an individual receives resulting from their inputs to the organization in other words outputs are by-products from inputs to organization’s achievement (Carrell & Dittrich, 1978; Mitchell, 1982; Steers et al., 2004). Output has linkages with self-esteem and self-actualization. The motivation scheme is instituted to provide output for staff.

2.6 Two Factor Theory
The two factor theory developed by Frederick Herzberg in1959 tends to suggests that people’s satisfaction is determined solely by two factors namely motivating factors and hygiene factors. Herzberg believes that a category of factors tend to cause dissatisfaction in the workplace and another category linked directly to employee satisfaction (Ivancevich et al., 2014).

2.6.1 Components of Two Factor Theory

2.6.1.1 Hygiene factors
The hygiene factors according to Herzberg are physiological, safety and social needs that form the lower level and basic needs proposed by Abraham Maslow in his hierarchy of needs theory. These factors are important for motivation at the workplace but are not directly related to the job. These factors include; salary, physical working conditions, relationship with work colleagues, job
security and company policy. These factors can lead to employee dissatisfaction if are not adequately provided (Ivancevich et al., 2014).

### 2.6.1.2 Motivators

Motivational factors are directly related to the job and they help build strong motivational levels in job performance. These elements consist of sense of recognition, accomplishment, development as well as responsibility. Employees find these job elements as directly rewarding (Ivancevich et al., 2014).

The first point of criticism of the two factor theory is Herzberg’s underlying assumption that job satisfaction equals high productivity. This assumption may not be necessarily true because there are other external factors that can affect productivity. External factors include government policies and institutional mechanisms; political, social and economic conditions; the business climate; the availability of finance, power, water, transport, communications and raw materials. They affect individual enterprise productivity, but the organizations concerned cannot actively control them (Prokopenko, 1987).

Secondly, no comprehensive measure of satisfaction was applied in the theory. With regards to satisfaction, most employees keep quiet when they are satisfied. People mostly complain when they are not satisfied. Although there are several factors that can be used to estimate customer satisfaction, there is no comprehensive measure.

Dartey-Baah & Amoako,(2011) used the Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective.
2.7 Proposed Conceptual Framework

The proposed conceptual framework is a representation of the researcher’s idea in combining of various literature on how to achieve the research objective answer the research questions. Actions required in course of are outlined in this section showing the understanding of the researcher on how the particular variables in his study are connect with each other.

As posited by McGaghie et al. (2001) the proposed framework set the platform for answering of the research questions that are driving the research being conducted and is based on the problem statement. The problem statement as shown in chapter one above represents the context under which this research is being conducted.
Effective Scheme of Service implementation is dependent on other factors. These factors can have either positive or negative impact. The proposed conceptual framework takes into consideration these factors determine if the implementation effectiveness so far. The independent factors are training, satisfaction, evaluation, communication through feedback mechanism and equitable reward. The figure 1 below show the diagrammatic representation of the proposed conceptual framework.

![Proposed Conceptual Framework](image)

**Figure 4: Proposed Conceptual Framework**

**2.7.1 Effective SoS Implementation**

This is the stage at which the FC has deployed or rolled out the various component of the SoS within its operational area. It should also be based on the objectives and aspirations of the SoS and
fit into the general mission and vision of the Commission. It must also include the state where staff understand and flow with the various tenets and objectives as enshrined in the document.

2.7.2 Training

DeCenzo & Robbins, (2000) defines training as a “learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job”. For the purpose of this research and in the context of ensuring effective implementation of a policy, training is the various activities that were put in place by the commission to ensure that the ability of staff is enhanced to cause an acceptance on how the SoS is implemented. In this case, it is argued training has a direct correlation to how effective of an implementation of a policy can be measured.

Cascio, (2015) also argued training includes a well-designed and planned programmes aimed to improve performance or acceptability of a policy at the individual, group or organizational levels. With an improved performance on the part of the individual or group means, there have been measurable changes in the knowledge, understanding, skills, attitude and positive social behaviours towards the policy.

2.7.3 Satisfaction

One of the reason to engage in work is to generate some level of satisfaction. Hoppock, (1935) is of the view that satisfaction are affected by factors psychological, physiological and environmental issues. Satisfaction is said to be the pleasure felt after a need is fulfilled. Job satisfaction is the level to which an individual is content, comfortable, with his or her job (Ali, 2016)

Satisfaction is typically defined as a post-consumption evaluative judgment concerning a specific product or service (Gunderson, 2010). Parasuraman et al., (1985) defines it as the traditional notion that views quality as the customer’s perception of services excellence, i.e. quality is the customer’s
impression of the services provided”. People feel satisfied when a performance of a service exceeds their expectations.

In the implementation of the scheme of service, it was important to involve the staff in its development. However, since few staff were involved in the process, majority expressed their dissatisfaction with the service. Aside involvement in the development process, the study revealed that education on the SoS content was also an important factor for satisfaction. Most staff were not educated on the SoS content.

2.7.4 Evaluation

Evaluation involves the assessment of the outcome of the SoS, against established processes to measure against expected objectives. The evaluation process could be the use of interviews, questionnaires, focus group, observations, document reviews, and case studies. The FC can adopt any of the evaluation types as espoused by (McNamara, 2017). These are goal-based, process-based and outcome based.

2.7.5 Communication through feedback mechanism

Communication is the exchange of ideas and understanding, often having originators and receivers (Mersham et al., 2009). Organizations like FC needs communication in the deployment of far-reaching policy like the SoS. The basic elements of a management system [i.e. Planning, Organizing, Staffing, Directing and Controlling] (Lawton & Rayner, 2016) cannot be met if there is not a well planned and executed communication strategy. Communication becomes effective when there is a feedback mechanism. Feedback afford management the opportunity to evaluate the effectiveness of a deployed programme i.e. the SoS.
2.7.6 Equitable Reward

Perceived equity of employee rewards is often at the root of why employees retention in organization. The FC is determined to attract and maintain a well-trained and motivated staff to spearhead its charge to achieve the organizational mission and vision. Ceplenski, (2013) argues that the notion of equity too “defines if a worker will go the extra mile to realise the organisation’s goals or even the objectives of his or her own job”.

Ceplenski, (2013) further argued that equity at workplace are categorized in three (3) forms. These are Distributive (this has to do with equity as opposed to equality in rewards. “Are we fair in how we allocate rewards?”); Procedural (This has to do with a fair or consistent reward method. “Are we consistent about it?”) and Interactional (this has to do with the need for relations that supports what the worker perceives. Our relations affect our objective opinion).

The SoS was set out to cure the perceived imbalance in the reward process with regards to remuneration and allowances which commensurate to time, effort, work quality, qualification and experience, and also the complexity and content of the roles the job requirements. It is natural that individual compare what they get against their peers, superiors and subordinates.

2.8 Empirical Literature

This section critically reviews recent empirical studies that are relevant to motivation strategies in organizations. The section begins with a presentation of studies including their study objectives, contexts, key observations and gaps for further study. This is followed by a critical assessment of these research.

In a multifarious and vibrant atmosphere, leaders of the business seek to build an atmosphere where by the workforce has a sense of reliability and are permitted to take judgments in the institution,
to encourage in addition motivate the employee to enhance organizational performance. Motivation plays a vital part in all establishments, be it private or public. For businesses to accomplish their objectives, they must encourage their workforces to work towards them.

Vuori & Okkonen, (2012) opined that incentives aids in sharing understanding over an intra-organizational social media platform which can help the business to reach its goals and objectives.

Smith & Rupp, (2003) opined that performance is a role of specific inspiration, managerial tactic, and structure and opposition to change, is an empirical role relating incentive in the business. Wiley, (1997) also supported the notion that in order for a company to be successful, the employers must know and understand the centre of motivation of their employees, which is very important to increasing productivity rate.

Osabiya, (2015) tried to find out the elements that upset construction workers’ incentives and the resultant effect of the acknowledged motivational elements on workforces’ productivity. His research indicated that, among the top ten critical factors (teamwork, work based on contract, supervision based on leadership by example and provision of equipment) had great effect on enthusiasm as well as impact on output. Critically communication, love and belongingness, the chance to undertake challenging task, identification with goal and overtime were among the critical factors.

Safiullah, (2015) concluded through his survey on employee motivation and its most influential factors that compensation is not the only factor for encouraging workers; rather there are some other pivotal elements like prospect for growth and development, job security, are the key substantial influences in driving employee enthusiasm in the workplace. He obtained the result from collating the data from 81 workers of numerous private telecommunication enterprises and
evaluating it using mean values and frequency percentage tables. He went on to suggest and carefully considered employee commitment programs and incentive schemes to be employed. Aguinis et al., (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance.

Nguyen, (2017) studied the effect of workforce inspiration on organizational success. The research employed a quantitative method of acquiring data and reviewed several motivation theory models with analysis on Maslow’s Hierarchy of Needs, Herzberg’s Two-Factor theory, and Vroom’s Expectancy theory. The study further revealed that money, personal growth, and work-life balance are the three most influential motivation factors for employees. He further mentioned that his study revealed that the elements that influence workers were not the same as the elements that maintain workers at work. Nonetheless there might still be other ways to augment the level of enthusiasm of workers, the act of putting together both physical incentives and spiritual stimulation was evidenced to be most effective.

Mat et al., (2015) conducted industrial and experimental researches to test four theories concerning simple/complex tasks, skilled/unskilled workers and group/individual working in their study of Employee Motivation and Learning Behaviors in Malaysian Manufacturing Industries. They established that most of the workers, both unskilled and skilled, found that the chores (simple/complex) amplified their work drive. They preferred doing the given chore both individually or in a group. Therefore, it can be established that there are no relationships between workers’ enthusiasm while doing both simple and complex chores independently or in a group. However, the limitation to their study was that the theories employed and prototypes of work
inspiration have been established and confirmed in advanced nations, whereas there is a lack of similar research in emerging nations, especially in Malaysia.

2.9 Dimensions of Employee Motivation

The concept of motivation is to ensure that staff are motivated to deliver output on their optimum best. Weldeyohannes, (2015) opined that there is correlation between motivation and productivity. This section details more or less the dimensions organizations employ in motivating their workforce.

2.9.1 Working conditions

One dimension of motivation is the working condition of the employee. A working condition refers to an employees working environment and all factors that affect it. A lot of studies have showed that working conditions affect the quality of life of an employee directly in most cases. For example an employee’s physical and mental health may be negatively affected if he or she has a huge workload with few hours to complete or works in an uncomfortable chair. According to Sekhar et al., (2016), an enhanced conditions of work leads to motivation to achieve superior and supportive contemporary business needs. Working conditions include, hygiene factors, work schedule, job security, employment terms and occupational stress.

2.9.2 Appreciation

When employees feel valued or appreciated by colleagues at work especially their superiors, it motivates them to work harder. Every employee wants their contributions to be recognized. Appreciating workers’ accomplishments help builds their self-confidence and self-esteem and increases their productivity. However, the purpose of appreciation should not be driven by solely financial factors. When superiors tend to use appreciation primarily to increase company profits,
it moves from appreciation to manipulation. This results in a win-win situation for all participants which is inclusive of family and friends of the employees who get to enjoy a more positive, encouraged individual (Sekhar et al, 2016).

### 2.9.3 Promotion

Promotions motivate employees to be ambitious. People prefer jobs that has opportunities for them to rise to higher positions in the organization. When there are promotional prospects in an organization, employees who see these prospects work hard to show their leadership skills. Promotions are based on educational requirements, it encourages workers, to seek further education to fit into the positions.

### 2.9.4 Monetary incentives

Monetary incentives are the primarily most appreciated form of motivation. When workers receive incentives, they feel recognized or appreciated for their contributions and it motivates them to work harder. According to Huo & Boxall, (2018); Kim et al., (2018); Rynes et al., 2004) even though wages are not that only providers of inspiration in workers’ production, financial reward is one of the most influential tools for workers to accomplish goals and give off their best.

In contrast to employee attitudes toward compensation, the third dimension relating to upward mobility is very influential in an employee's attitude toward their job. Studies conducted in numerous developed nations indicate that a clear path to move up in the organization is rated much higher than compensation.

### 2.9.5 Reward Schemes

As part of performance management, organization put up reward (service) schemes to reward employees as a form of motivation in that, organizations view staff performance to have major
effect on the organization’s performance as a whole. Reward schemes are systems that are put in place by organizations to reward employees or staff in terms of monetary, non-monetary and psychological in exchange for the work they perform (Aguinis et al., 2013; Silverman, 2004). This section introduces and discusses some reward schemes.

2.9.6 Welfare Schemes

“Employee welfare as a term which is understood to include such services, facilities and amenities as may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy, congenial surrounding and to provide them with amenities conducive to good health and high morale” (Divyabharathi & Nivethigha, 2017). It consists of anything that is aimed at alleviating and enhancing of employees which are outside the normal wages. The idea is to ensure that the drive and enthusiasm of the workers are great so as to ensure employee retention. Staff welfare consist of observation of work environment, dawn of industrialized accords through infrastructure for health, workforce and their families, as well as indemnification plans against disease, accident and unemployment (Divyabharathi & Nivethigha, 2017).

2.9.7 Service Schemes

This is a legal document prescribed in accordance with organizational policies strategies. It specifies the qualifications, duties, competencies, experiences required of a permanent or potential job holder as well as duties of a job. It also specifies the mode of recruitment/appointment and the salary connected to the grade.

The Service Scheme is of necessary importance in the administration of human resource features such as recruitment, promotion, performance management, coaching and development, job
evaluation, design of pay structures, employer design. Delays in the prescription of schemes of service inevitably purpose prejudice to the organization, the employees concerned and disrupt the service delivery (Ministry of Civil Service & Administrative Reforms, 2016).

2.9.8 Pension Schemes
This scheme is set up mainly to offer income security for workers during retirement. In Ghana the pension scheme is backed by the National Pensions Act, 2008. According to the Act, a employee’s input to the scheme is eighteen and half percent (18.5%) 13.5% First Tier and 5% second Tier. The proprietor of an institution is expected to subtract from the income of every employee in the institution directly at the end of the month, an employee’s input for the period, regardless of whether or not the salary is actually paid to the him/her (National Pensions Act, 2008).

2.10 Service scheme in Forestry Commission
Forestry Commission’s service scheme or as it is called Scheme of Service draws its source from the Commission’s strategic imperatives. Its efficacy is dependent on the well implementation from management and to a large extent understanding from staff.

The objectives of the Scheme of Service are as follows:

- To provide job ladders (career path) in each job family (occupational groupings) and define the career paths for promotion within each job family.
- To establish procedures for progression from one level of job ladder to another within a job family band and horizontally from one job family band to another.
- To institute a system for matching jobs and qualifications
- To set terminal grades for all job families on the basis of qualification and expected groups of each of the job families.
To provide a visibly distinct job configuration that will draw, develop as well as retain rightly capable employees into the Commission (Forestry Commision, 2015).
CHAPTER THREE

METHODOLOGY

The logical background of the research on which the survey questions was responded to is presented in this chapter. Issues discussed entail the methods used to conduct the research and to collect data, the control group technique, and the statistics gathering procedure as well as how the data collected is evaluated.

3.1 Study Area

The study was conducted at the Forestry Commission headquarters and at their various divisions spread in the Greater Accra Region. These divisions include; Forest Services, Wildlife, Timber Industries Development.

3.2 Research approach

This research adopted both the quantitative and qualitative approaches due to the nature of the topic under study. Quantitative research is an act of gathering and examining statistics in digital form. Qualitative study is an act of gathering as well as analyzing data in non-numeric system (Blaxter, Hughes, & Tight, 1996: 61). A combination of these two methods (Mixed Methods) according to Bryman, (1988) ensures a good balance hence with regards to this research the mixed method was assumed. Qualitative approach was preferred during the interview process to assess staff demeanor whereas data from respondents to the questionnaires will require quantitative analysis since numeric data will give a clear picture of events.

3.3 Research design

A study strategy is a rational and organized blueprint set for guiding a study. It is developed with regards to the intents set for the research. This study assess staff levels of understanding of the SOS and the
challenges associated with its implementation. The design of this research adopted the case study method of research design.

3.4 The Populations of the Study

Population as defined by the Advanced English Dictionary and Thesaurus denotes the amount of populaces (could be the entire membership of a specific race or class of people) in a certain place (nation or metropolitan, etc.). It also discusses a group of people or things that have certain similar features from which statistics has been collected and studied. The target population of this research covers all category of staff of the Forestry Commission who works at the various division.

3.5 Determination of Sample size

This study focuses on the implementation of the SOS within the Forestry Commission; this means that the implementation process affects categories of staff within the various divisions. Staff of the Commission that are spread throughout the country within 52-forest district in 10 regions constitutes the population of the study.

The population under study stands huge and thus excessively expensive to conduct a comprehensive list of all variables. Thus, a section, which is a representative of the populace, is chosen for the research. According to Cooper & Schindler, (2014), sampling, encompasses choosing some of the components in a populace and making inferences about the whole populace. The captivating motives for choosing to use section of the populace are cost reduction, higher accuracy of results and simplicity of information gathering which accompanies random sampling.

A sample size of 80 respondents was used in this sub-survey and it was sampled from; Directors, Managers, Junior Managers and Administrative Officers from the various divisions of the Forestry Commission. This was assessed in terms of staff knowledge of the scheme, effectiveness of its
implantation and their related challenges. The sample reflects the characteristics of the population from which it is drawn.

3.6 Data Collection

Primary information gathering was obtained using structured questionnaires whiles Secondary data was obtained through reviews of published literature, books, brochures and the use of the Internet.

3.6.1 Questionnaires Administration

- Administration of open-end structured questionnaires using both simple random and purposive sampling techniques was employed.

Structured questionnaires was administered to elicit information from the following categories of staff:

- Directors – 4 respondents
- Managers – 35 respondents
- Assistant Managers – 30 respondents
- Administrative Officers – 11 respondents

Total number of respondents: 80.

3.6.2 Informal Interviews

Apart from the use of structured questionnaire to solicit for relevant information, informal interviews was also conducted alongside to seek for other answers that were not originally planned for during the data collection exercise. This procedure was used for all the categories of respondents in the research survey.
3.6.3 Sampling Method

Purposive and simple random sampling techniques/methods was used in the data collection exercise, where for example, category of staff per their proximity to the FC headquarters was selected and simple random sampling technique applied accordingly.

3.7 Data Analysis

Mixed methods of Quantitative and Qualitative Approaches to research was employed to gain better understanding of events under consideration. Results with reference to the questionnaires were generated by means of Statistical Package for the Social Sciences (SPSS) Software and Microsoft Excel. This was presented into tables/graphs, bar and pie charts of frequencies and percentages.
CHAPTER FOUR

RESULTS

This chapter present the outcome of the major findings obtained from category of respondents sampled from staff of the various divisions, departments and units of the Forestry Commission. It was directed by important interrogations to relevant individuals in accordance with the objectives as well as the research questions with emphasis on SoS implementation, the level of understanding amongst staff and to identify the challenges confronting the SoS implementation. Results of the study are presented into graphs and pie charts.

4.1 Socio-demographic information of respondents

Respondents for the study were drawn from four (4) category of staff namely; Directors, Managers, Assistant managers and Administrative officers. Results from the study observed that out of 80 respondents, 53 people representing 66.3% were males whiles 27 people accounting for 33.7% were female. The highest age distribution among respondents were between the age group 31-40 years. This group constituted 33.8% of the respondents, with the least of 11.3% between the ages of 21-30 years. The age and gender distribution of staff is shown in Figure 5 below.
4.2 Educational Level of Respondents

The study revealed that only 2.6% (2) of the staff had obtained a Doctoral Degree. About 50% (40) of the staff had obtained education up to the Master’s Degree school level. Forty percent (32) of the staff in this education class occupy Manager Positions in the Forestry Commission, 2.5% (2) are Directors and 7.5% (6) are Assistant Managers. Table 2 below shows the level of education among respondents. About 31% (25) of staff had attained education to the Degree and level and 23 of them were Assistant Managers. Respondents who had obtained Professional Certificates constituted 13.5% as shown in Table 1 below.

Table 1: Percentage distribution of respondent’s educational level (Source: Field Data)

<table>
<thead>
<tr>
<th>Category</th>
<th>Professional Certificate</th>
<th>Degree</th>
<th>Master’s Degree</th>
<th>PhD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>1.3</td>
<td>0</td>
<td>2.5</td>
<td>1.3</td>
</tr>
<tr>
<td>Managers</td>
<td>1.3</td>
<td>1.3</td>
<td>40</td>
<td>1.3</td>
</tr>
<tr>
<td>Assist Managers</td>
<td>1.3</td>
<td>28.7</td>
<td>7.5</td>
<td>0</td>
</tr>
<tr>
<td>Admin Officers</td>
<td>12.6</td>
<td>1.3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
4.3 What is the level of understanding of the scheme among staff?

4.3.1 Level of Awareness and Medium of access to FC’s SOS

The study observed generally that majority of staff are aware and have had access to the FC’s HR SoS through various channels of communication within the organizational structure. It was observed that 67 people representing 71.5% of respondents are aware and have taken custody of the SoS document. Conversely, a sizeable number of 23 staff members which constituted 28.5% of respondents was neither aware nor seen the SoS document. The various medium through which respondents accessed the document are represented in Table 2.

<table>
<thead>
<tr>
<th>Medium of Access</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Medium</td>
<td>10</td>
<td>12.5</td>
</tr>
<tr>
<td>FC Workshop</td>
<td>5</td>
<td>6.3</td>
</tr>
<tr>
<td>Forest Focus Intranet</td>
<td>4</td>
<td>5.1</td>
</tr>
<tr>
<td>Launching of SOS</td>
<td>5</td>
<td>6.3</td>
</tr>
<tr>
<td>Management Meeting</td>
<td>3</td>
<td>3.8</td>
</tr>
<tr>
<td>Received the Hard Copy</td>
<td>30</td>
<td>37.5</td>
</tr>
<tr>
<td>No Access</td>
<td>23</td>
<td>28.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 2 shows that majority of respondents got copies of the document by receiving a hard copy and through the electronic medium. While 37.5% received a hard copy of the document, 17.6% got soft copies through the electronic medium and the intranet. It was revealed by the study that only a few respondents had their copies at FC’s management meeting.
4.3.2 Level of understanding of the Scheme of Service

The study revealed that 70% (56) of responders stipulated their understanding of the SOS; however, responses on the level of their understanding further revealed that in reality (65%) really understand the SOS. They indicated that the SOS specifies career progression, the qualifications required at each level, and an avenue for promotions. Notwithstanding, the remaining 5% of respondents who had earlier indicated to have a fair understanding of the SOS rather didn’t understand as their explanation was that the scheme was principally aimed at solving staff disputes and welfare of staff. Surprisingly, 30% (24) of respondents stated they had no idea of the contents in the Scheme of Service document.

In further assessing the level of understanding amongst staff of different categories, it was observed that all staff categories had some shortfalls regarding their levels of understanding as depicted by figure 6.

![Figure 6: Job positions and their level of understanding of Scheme of Service (Source: Field Data)](image)

Out of 4 Directors that accounted for 5% of respondents, it was surprising to see that 1 of them was not privy to the contents because he had no copy of the document and therefore had no understanding
regarding the scheme. Similar observation could be made about the other category of staff as the trend of understanding of the scheme reduces even though most of them seems to be aware of the existence of the scheme as depicted by figure 6.

4.4 What is the extent of effectiveness of the SoS implementation on the motivation and career progression?

4.4.1 Respondents appreciation of SoS implementation Publicity

Respondents were not happy with the extent to which the implementation of the SoS was publicized and this was reflected in their responses. General observation among staff irrespective of their job category revealed that majority of staff representing 35% (28) were indifferent about the publicity level whiles 33.75% (27) were happy with the extent of publicity, contrary to the opinion expressed by 31.25% (25) of respondents who were not happy about the extent of publicity of the SoS so far.

In narrowing to see which category of staff felt affected most by the level of publicity, it was refreshing to see that even half of the Directors were indifferent as displayed in Table 3 below.
Table 3: Extent of publicity and staff appreciation of SoS implementation (Source: Field data)

<table>
<thead>
<tr>
<th>Job Position</th>
<th>Happiness Level</th>
<th>Frequency</th>
<th>Percentages (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>Neutral</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>Happy</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Manager</td>
<td>Neutral</td>
<td>9</td>
<td>11.3</td>
</tr>
<tr>
<td></td>
<td>Not happy</td>
<td>10</td>
<td>12.6</td>
</tr>
<tr>
<td></td>
<td>Happy</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>35</td>
<td>43.8</td>
</tr>
<tr>
<td>Assistant Manager</td>
<td>Neutral</td>
<td>13</td>
<td>16.3</td>
</tr>
<tr>
<td></td>
<td>Not happy</td>
<td>11</td>
<td>13.8</td>
</tr>
<tr>
<td></td>
<td>Happy</td>
<td>6</td>
<td>7.5</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>30</td>
<td>37.5</td>
</tr>
<tr>
<td>Administrative Officer</td>
<td>Neutral</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Not happy</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Happy</td>
<td>3</td>
<td>3.8</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>11</td>
<td>13.8</td>
</tr>
</tbody>
</table>

With the exception of the Managers where majority of them were found to be happy (20%) about the extent of publicity, respondents from the various job category were either indifferent or were unhappy with the whole level of publicity (Table 3).

4.4.2 Scheme of Service implementation and it's level of Effectiveness

The study revealed generally that the implementation process of FCs scheme of service was very effective as 63.8% of respondents agreed to that opinion even though 20% preferred to stay neutral on the matter. In assessing whether there was a consistent communication with staff during the implementation process, 45% of respondents agreed there was some level of consistency in communicating the process to staff whilst 55% that represent the majority were either indifferent or disagreed that the process was well communicated to staff as shown in Table 4 below.
Table 4: Scale of Effectiveness on the implementation of scheme of service (Source: Field Data)

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree % (N)</th>
<th>Agree to extent % (N)</th>
<th>Not sure % (N)</th>
<th>Disagree to extent % (N)</th>
<th>Strongly disagree % (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The process of implementation was effective</td>
<td>8.8 (7)</td>
<td>55 (44)</td>
<td>20 (16)</td>
<td>8.7 (7)</td>
<td>7.5 (6)</td>
</tr>
<tr>
<td>There was a consistent communication to staff</td>
<td>5 (4)</td>
<td>40 (32)</td>
<td>26.3 (21)</td>
<td>15 (12)</td>
<td>13.7 (11)</td>
</tr>
<tr>
<td>There was a deliberate attempt to help employees understand the SoS</td>
<td>10 (8)</td>
<td>35 (28)</td>
<td>30 (24)</td>
<td>22.5 (18)</td>
<td>2.5 (2)</td>
</tr>
<tr>
<td>Staff were provided with support to better understand the scheme of service</td>
<td>5 (4)</td>
<td>25 (20)</td>
<td>36.2 (29)</td>
<td>22.5 (18)</td>
<td>11.3 (9)</td>
</tr>
<tr>
<td>There was a constant evaluation of the scheme</td>
<td>5 (4)</td>
<td>17.5 (14)</td>
<td>37.5 (30)</td>
<td>26.3 (21)</td>
<td>13.7 (11)</td>
</tr>
<tr>
<td>There were no challenges encountered during the process of implementation</td>
<td>-</td>
<td>16.3 (13)</td>
<td>36.3 (29)</td>
<td>31.3 (25)</td>
<td>16.3 (13)</td>
</tr>
<tr>
<td>The implementation has achieved the aspirations of the staff</td>
<td>7.5 (6)</td>
<td>23.7 (19)</td>
<td>35 (28)</td>
<td>27.5 (22)</td>
<td>6.3 (5)</td>
</tr>
</tbody>
</table>
The study further revealed that even though 36.2% of respondents were not sure whether staff were provided with the necessary support to aid them understand the SoS, 33.8% were emphatic and disagreed to the fact there were such provisions in place. In addition, 77.5% of respondents were not sure and disagreed to the assertion that there were constant evaluation of the scheme of service. It was however not surprising that 83.7% of staff felt that the whole implementation process were shrouded with a lot of challenges and therefore did not meet the aspirations of most staff of the Commission (Table 4).

4.4.3 Scheme of service migration and extent of satisfaction

The research brought to the fore that record number of the responders were unhappy per the implementation process of the scheme of service. Although all the Directors indicated, they were migrated to their rightful levels however, majority of the other job categories claimed were not rightfully placed. Similarly, whiles 24% of the Managers indicated they were migrated to their rightful staff levels, 28.75% disagreed and felt shortchanged. Most Assistant Managers and Administrative officers’ responses gave a clear indication that they were not satisfied with the SoS implementation as depicted by figure 7 below.
Results from the study further observed that training of staff on the SoS before, during and after the implementation process was woefully inadequate and this cuts across board irrespective of their job category as not all directors even had the requisite training to prepare them for the entire process (Figure 7).

**4.5 What gaps can be identified with the implementation of the Scheme of Service?**

**4.5.1 Implementation Gaps**

The timing of implementing the scheme of service according to 55% of respondents was appropriate even though a sizeable number of staff was indifferent as to the timing of implementation as shown in Table 5.
Table 5: Respondents perspectives on SoS implementation gaps. (Source: Field Data)

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree % (N)</th>
<th>Agree % (N)</th>
<th>Neutral % (N)</th>
<th>Disagree % (N)</th>
<th>Strongly Disagree % (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The timing of the implementation was appropriate</td>
<td>11.3 (9)</td>
<td>43.7 (35)</td>
<td>33.7 (27)</td>
<td>8.8 (7)</td>
<td>2.5 (2)</td>
</tr>
<tr>
<td>The content of FC's SOS captures the needs of the staff adequately</td>
<td>3.7 (3)</td>
<td>40.0 (32)</td>
<td>31.3 (25)</td>
<td>20.2 (16)</td>
<td>3.8 (3)</td>
</tr>
<tr>
<td>The implementation of SoS influenced staff motivation</td>
<td>8.2 (7)</td>
<td>31.5 (25)</td>
<td>16.3 (13)</td>
<td>36.5 (29)</td>
<td>7.5 (6)</td>
</tr>
<tr>
<td>The provision of the SOS covers every class of workers at FC</td>
<td>18.7 (15)</td>
<td>51.3 (41)</td>
<td>22.5 (18)</td>
<td>6.3 (5)</td>
<td>1.2 (1)</td>
</tr>
<tr>
<td>The initial consultation prior to the development of FC's SOS was adequate</td>
<td>2.5 (2)</td>
<td>20 (16)</td>
<td>47.5 (38)</td>
<td>26.3 (21)</td>
<td>3.8 (3)</td>
</tr>
</tbody>
</table>

The study observed that initial consultation prior to the development of the SoS was inadequate according to 30% of respondents with the majority of staff staying neutral even though 70% of respondents agree that the SoS covers every class of workers at the Forestry Commission. Notwithstanding, 31.3% of respondents could neither agree nor disagree whether the contents of the SoS adequately captured the needs of staff, however 44% of respondents disagreed that the implementation of the SoS impacted positively on staff motivation, even though 16.3% remained neutral an indication that majority of staff seems not motivated by the scheme of service implementation.
CHAPTER FIVE

DISCUSSIONS

The section under discussion analyses the statistics gathered from the populace, discusses the results of major findings from the study, and compare these findings with literature. It is divided into 5 main sections.

5.1 Awareness creation during the implementation process

Results from the study indicates that majority of respondent staff members are aware about the SoS implementation even though a sizeable number of 28% of respondents had no idea of the presence of the scheme of service. These staff the study revealed had no copy of the document and was not aware probably because the highest medium of accessibility that was through the issuance of a hard copy was not extensively distributed at the launch and during the workshop to sensitize the staff of the commission. It was also indicated by respondents during an interview that a smaller number of management staff were called for the launching of the program with the junior staff disadvantaged. As argued by Pasmore, (1988), establishments needs vigorous transformational systems that encourage system-wide information distribution and improved structural responsiveness in an speeded manner. This he noted would enables staff to understand how their role relate to the larger institution and business in which they work. It will also include the way in which institutions relates to the worldwide economy, therefore understanding one’s institution will help him/her route their career. Awareness creation is however of paramount importance in determining corporate consciousness and effective communication.
5.2 Staff understanding of the scheme of service

The framing of a scheme of service needs to be done with utmost care taking into account the organizational needs and objectives as well as the progression of staff in a career structure and his career development. However, providing employees with a superior appreciation of their duties, roles and responsibilities as well as the performance expected from them are equally important if they are to discharge their responsibilities in line with achieving organizational goals and achieving job satisfaction. Results from the study revealed that a sizeable number of staff (35%) still have no knowledge of understanding the scheme after four years of its implementation. What is worrying is that staff who are in the management band and expected to be the architect of this change by educating their subordinates to understand the scheme also have scanty information (figure 6). This results from the study corroborates the work of Cole, (2013), when he argued in relation to the fact that a supervisor will be extremely subjective based on his/her appreciation of the scheme to identify flaws of subordinates and decide the skills needs so that suitable teaching programs could be designed for their development.

It may also be inferred from the study that if top management who are to initiate the buy-in of the scheme are not well informed, what this means is that those at the non-managerial class are expected to have little or no knowledge on the scheme, a situation that is not consistent with the Ministry of Civil Service and Administrative Reforms (MCSAR) report of 2013 also acknowledged by Otieno, (2005) when they reported that a better understanding of the scheme of service enlightens staff to appreciate their responsibilities and the benefits available to them in contributing towards organizational performance.

5.3 Extent of publicity and its effect on implementation effectiveness

Publicity according to Mersham et al., (2009) is often referred to the movement of information from its source to the public, often but not always via the media. Effective publicity is required so as to furnish stakeholders/employees and the public with the most current statistics of happenings (Penning, 2007).
It is believed that this amongst others compelled the Forestry Commission to publicize the implementation process of the scheme of service; however, results from the study revealed that all categories of staff interviewed indicated that they were not happy with the way the scheme was communicated to staff. It is worrying to observe that directors and top management staff were not fully happy with the level of publicity (Table 3). It was therefore not surprising that staff at the junior level felt they were not much involved in the implementation of the SoS and could not even understand how the implementation process was carried out.

Contrary to the view expressed by most respondents that the implementation process was effective, majority of staff revealed that there was no consistent communication to staff, and there was not a deliberate attempt to help employees understand the SoS, because staff were not provided with the needed support to better understand the scheme of service. This implies that even though the SoS document might have covered the needs and aspirations of every staff, because respondents felt it was not properly tailored for staff to understand the concept, what was enshrined in the document could not be translated during the implementation phase. It was therefore not surprising when respondents purported that the implementation of the scheme did not capture their aspirations. Kotler & Armstrong, (2004) when they argued that poor publicity is possible to have a strong adverse effect on staff awareness as well as their understanding of policies as against its strategic intent, support this perception.

**5.4 Scheme of service implementation on employee satisfaction**

The ecstasy that characterized the SoS immediately died down after the first phase of implementation which involved the migration of staff to their respective job bands. With the exception of the directors and 28% of respondents within the manager band who indicated they were placed at their rightful levels, more than half of the staff believed they were shortchanged and their placement did not correspond to their level of education, experience and the length of work. They also contend that there was inequality,
as colleagues on the same previous levels were placed higher than others in the new service scheme. Though this relative injustice confirms the observation by Al-zawahreh & Al Madi, (2012), when they evaluated the equity theory on how inputs affects outputs, the results of this study is a clear violation of the principle of fairness that underpins the equity theory of motivation.

Results from the study further revealed that mean staff dissatisfaction was twice as much as those who were satisfied with the implementation process. This was understandable especially when respondents felt they were not rightfully placed on their job scale. Satisfaction according to Ali, (2016) is said to be the pleasure felt after a need is fulfilled. Job satisfaction is the level to which an individual is content, comfortable, with his or her job. Results from this study however showed not to be consistent with his definition of satisfaction that the SoS implementation was expected to bring to staff of FC. As observed by Luddy, (2005) in his work at the Public Health Institution in Western Cape, South Africa he detected that ineffective implementation of service schemes leads to narrow promotional opportunities, adds to work frustrations that leads to reduced output, and reduced efficiency an observation consistent with this study.

Employee dissatisfaction that resulted from ineffective migration of staff is likely to leave some staff being stagnated at a certain level of the promotional ladder for prolonged periods, with a resultant low morale amongst affected staff. Conversely, as argued by Aguinis et al., (2013) that financial incentives can be a very prevailing element of worker enthusiasm and accomplishment, contrary to this perception Safiullah, (2015) concluded that settlement is not the only element for inspiring workers rather elements like prospect aimed at growth and development, career safety, are the main influences in propelling workforce drive in the workplace, a situation that underpins Maslow’s theory of needs which the present study confirms. To reverse the dwindling low morale amongst some FC employees, it is imperative to understand the works of Smith & Rupp, (2003) who opined that output is a role of a person’s drive, and
managerial tactic, and that in order for a company to be successful, the employers must know and understand the center of motivation of their employees, which is very important to increasing productivity rate (Wiley, 1997).

5.5 Implementation gaps and its policy implications

Employee consultation and participation on issues affecting their wellbeing are frequently very largely well-defined conceptions, and can be presented and used in the strategic planning for a wide-ranging of motives. The fact that these notions are so extensive are the reasons for their success. (OECD, 2001). Results from the study revealed that with the exception of the timing of implementation which majority of respondent saw it as appropriate, mostly because career progression until the coming into being of the SoS has been stalled, anytime was going to be appropriate once it was giving hope to staff promotion. Notwithstanding, it was evident during the study that inadequate consultation before, during and after the SoS document preparation cast a dent on the beautiful idea of giving staff hope again through the SoS. The Forestry Commission have employees with broadly differing ideals, stakes and viewpoints. In such a setting, it has been perceived that decision-making becomes ever more challenging (Agranoff & McGuire, 1999; Kjær, 2004), and plans can and is are also criticized by varied groupings with diverse stakes and viewpoints and so if a lot of consultations are not done to rope in a lot of staff to obtain their views, the power to contribute to output results, are being sidelined as observed by Papadopoulos & Warin, (2007).

Nonetheless, respondents agreed that the SoS covers all category of staff of the Forestry Commission and contended that the contents of the document did not cover their needs and aspirations. This was not surprising especially when they feel their inputs were not initially sought for during the draft stage of the document. It is worth mentioning that those who responded to have made an input into the draft stage were mostly those in the top management category and for them they are even not privy to the
final document and could therefore not speak to the issues of whether or not their concerns were adequately captured. This infers that most junior staff were not consulted and looking at it from the perspective that they are the dominant force, this is most likely to affect overall motivation of staff.

Introducing fresh instruments in the policymaking procedure presents fresh difficulties according to Goverde & Lako, (2005), and therefore requires that the affected employees has to be trained to understand and to own the concept. As argued by Cummings, (2008), effecting fresh plans is certainly a management concern and therefore requires top management to lead the stage in educating staff to understand the process. Ironically, results from the study indicates that top management did not even receive the required training to enable them impact their knowledge on the scheme to their subordinate staff. In this result-centered setting, we must be cautious not to abandon other important bids of teaching new skills with its usefulness as a means for strategy implementation. Probably if the SoS implementation has preceded with rigorous training, the level of understanding staff would have gotten, may not have eroded the seemingly success story that characterized the initial phase of the process since there is unswerving correlation amid affirmative teaching as well as assertiveness of an single worker and his/her expertise (Truitt, 2011). Tutoring new skills for this reason has demonstrated worthwhile by persons concerned in shaping techniques in which public procedure execution can take place. Collins et al., (2007), corroborate this assertion when they saw training as a factor in policy implementation and concluded that tutoring can be a vital element in productively implementation policy enactment. It is important for the FC to relook at their training regime not necessarily on the SoS but on new initiatives and policies in general if they are to have a complete buy-in by all relevant stakeholders.

The scheme of service can be perceived as an uncertain judgement for acts concerning upcoming situations of employees’ career progression. Uncertainty exists therefore concerning the desire for
successful implementation, and such ambiguity, which is amplified by a speedily varying setting, will impact the efficiency and efficacy of the scheme’s execution. The ending of the scheme cannot be resolute with some amount of conviction, prior to the enactment of the SoS. In addition, since the SoS is intent and effected by persons with varying objectives, needs and strategic directions can be construed in a different ways by different individuals and this can also lead to unforeseen and inadvertent outcomes. Because organizational setting is constantly fluctuating, all occurrences and happenings ought to also be constantly reformed to varying situations. Such variation also necessitates that all circumstances be analyzed as well as appraised. It can however be inferred that strategy study and appraisal could lead to modernization. This is the more reason why it was expected that 4years after implementing the FCs SoS there should have been a mechanism in place to evaluate the process of implementation so that the challenges confronting the scheme in delivering its intended purpose could be addressed but sadly to say no such evaluation has been done leading to the adherence of the status quo a situation Meiring, (2001) advise against that if not checked could lead to conflict situations.
CHAPTER SIX

CONCLUSION AND RECOMMENDATION

The conclusion of the study is a summarized version of the salient aspects of the results, which are a reflection on both the objectives of the study as well as their corresponding research questions. Details include the solutions.

7.1 Conclusions

Findings from the study observed that majority of personnel of the Forestry Commission are privy to the contents of the scheme of service document and therefore understands what it seeks to address, however, the most unfortunate thing is that about 35% of respondents who do not understand the scheme includes top management members who are supposed to be the architects of change by educating their subordinates on the importance of the scheme towards achieving broader organizational performance.

It was observed that the implementation of the scheme of service was not effectively done and therefore could not translate to employee motivation. This was because some employees felt that the migration process did not place them at their rightful band and there was no consistent communication to staff to abreast them on their rights and responsibilities under the scheme whiles there was no feedback mechanism to channel their grievances. It was further revealed that there was not a deliberate attempt to help employees understand the SoS, because staff were not provided with the needed support to better understand the scheme of service.

Finally, the study observed many gaps during the draft preparation and the implementation stages of the scheme. A major gap observed was inadequate consultation of staff during the draft phase. Because many employees were not consulted, the study revealed that most respondents argued that the SoS document did not capture most of their needs and aspirations. In addition, it was observed that there
were little or no training regime for staff to sensitize them about their rights and responsibilities under the new scheme. This inadequacies in staff training influenced negatively on attitude and perception about change in organizational performance, hence the status quo been observed. It was revealed that apart from the fact that there was no feedback mechanism to assess the extent of employee responses to the schemes implementation; one major gap was that the scheme had no evaluation framework in place to compare implementation outputs with the standard that could be analyzed and evaluated to determine its effectiveness and efficiency.

7.2 Recommendations

Against the background of the aforementioned conclusions, the corresponding under listed recommendations are made as follows;

- Forestry Commission management should develop a Schemes of Service implementation plan that will detail a sustainable plan of action that would guide staff career development and progression without resorting to other forms of criteria in appointment, recruitment and promotion of employees. By so doing the institution will be sheltered against momentous negative effects of low motivation, lack of competitiveness, and poor productivity.

- For staff of FC to own the scheme of service and future policy initiatives, management should involve major stakeholders in the consultation process whiles ensuring that there are adequate platform for junior staff to participate and contribute towards enriching such policies. This is to help solicit their buy in to facilitate effective implementation.

- Periodic monitoring and evaluation of the scheme of service will help identify the gaps and challenges confronting the scheme in order to help device strategic innovations towards addressing the implementation shortfalls. In expediting this action, annual plan of execution
ought to be set ahead with employees’ view incorporated to help in measurement of performance.

Tutoring in addition to employee advancement remains a significant element to guarantee effective implementation of policies and programs. Forestry Commission management should undertake training regime to bring the scheme of service closer to the workforce. This will not only create awareness of the scheme but also build their knowledge on the scheme to better understand the concept.

The management of the Forestry Commission should intensify the level of awareness creation by devising various communication channel that staff can provide feedback on their grievances and also make copies of the scheme of service available to every staff or better still develop a brochure that highlights major thematic areas accessible at various districts and regional offices to drum home the presence of the scheme.
REFERENCE


Sun, K. (2016). *Scholarship @ Claremont The Power of Perks: Equity Theory and Job Satisfaction in Silicon Valley.*


APPENDIX 1

University of Ghana Business School
Department of Business Administration
Questionnaire

“Understanding the Challenges of Implementing Human Resource Schemes in Organizations”
A Case Study of the Forestry Commission of Ghana.

This Research Work is part of the requirements for the completion and award of MA. Management & Administration at the University of Ghana Business School. The information being sought is strictly for academic purposes and respondents are assured of strictest confidentiality.

Section A: Demographic Characteristics of Respondents

1. Job Category
   a. Technical [ ]
   b. Non-Technical [ ]

2. Gender of respondent
   a. Male [ ]
   b. Female [ ]

3. Age of respondent (years)
   a. 10 – 20yrs [ ]
   b. 21 – 30yrs [ ]
   c. 31 – 40yrs [ ]
   d. 41 – 50 [ ]
   e. 51 – 60yrs [ ]
   f. 61+yrs [ ]

4. Level of education attained
   a. Middle/JSS/JHS [ ]
   b. SSS/Voc./Tec. [ ]
   c. Diploma [ ]
   d. Degree [ ]
   e. Master’s Degree
   f. Other (Specify) .................................................................

5. Place of work
   a. FC/HQ [ ]
   b. FSD [ ]
   c. TIDD [ ]
   d. WD [ ]
   e. Others Specify.............................................................

6. Job Position .........................................................

7. Number of years worked
   a. 1 – 5yrs [ ]
   b. 6 – 10yrs [ ]
   c. 11 – 15yrs [ ]
   d. 15+ yrs [ ]
Section B: Level of Understanding of the Forestry Commission’s HR Scheme of Service

1. Are you aware of the SOS?  
   a. Yes [  ]  
   b. No [  ]  

2. Are you privy to the content of the F.C’s SOS?  
   a. Yes [  ]  
   b. No [  ]  

Section C: Publicity & communication of FC’s SOS

1. Have you seen the F.C’s HR SOS before?  
   a. Yes [  ]  
   b. No [  ]  

2. Through what medium did you get access to the SOS document?

..................................................................................................................  
..................................................................................................................

Please indicate your level of happiness on the following statement:

3. Are you happy with the extent of publicity of the SOS at F.C?
   a. Very happy  
   b. Somewhat happy  
   c. Neutral  
   d. Not very happy  
   e. Not at all happy  

4. What is your understanding of the SOS?

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..................................................................................................................
Section D: Effectiveness of the Forestry Commission’s HR Scheme of Service

Please indicate on a scale from 1 (strongly agree), 2 (agree to an extent), 3 (not sure), 4 (disagree to an extent) to 5 (strongly disagree) your opinion on the following statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The process of implementation was effective</td>
<td></td>
</tr>
<tr>
<td>b) There was a consistent communication to staff</td>
<td></td>
</tr>
<tr>
<td>c) There was a deliberate attempt to help employees understand the SoS</td>
<td></td>
</tr>
<tr>
<td>d) Staff were provided with support to better understand the scheme of service</td>
<td></td>
</tr>
<tr>
<td>e) Staff were provided with a means of providing feedback to the HR department</td>
<td></td>
</tr>
<tr>
<td>f) There was a constant evaluation of the scheme</td>
<td></td>
</tr>
<tr>
<td>g) There were no challenges encountered during the process of implementation</td>
<td></td>
</tr>
<tr>
<td>h) The implementation has achieved the aspirations of staff</td>
<td></td>
</tr>
</tbody>
</table>
Section E: Implementation Gaps

Please indicate your level of agreement on the following statements by TICKING appropriately:

<table>
<thead>
<tr>
<th>No</th>
<th>Statement</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agree</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Neutral</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disagree</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>1</td>
<td>The timing of the implementation was appropriate</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The content of FC’s SOS captures the needs of the staff adequately</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The provision of the SOS covers every class of workers at F.C</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The initial consultation prior to the development of FC’s SOS was adequate</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The education of staff about the content of the SOS was adequate</td>
<td></td>
</tr>
</tbody>
</table>

6. What other gaps do you think is a constraint to the successful implementation of FC’s SOS?

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