

**EMPLOYEES' PAY DETERMINATION AND ORGANIZATIONAL SUCCESS OF RIVERS STATE
GOVERNMENT MINISTRIES**

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ABSTRACT

This study examined employees' pay determination and organizational success of Rivers State Government Ministries. The study sought to determine the relationship between skills/qualification and operational efficiency, examine the relationship between job complexity/responsibility and financial performance and to examine the relationship between experiences and innovation/adaptability. The research hypotheses are in line with the specific objectives. This study was anchored on two theories, Vroom Expectancy Theory and Efficiency Wage Theory. Cross-sectional survey research design was adopted. The population of this analysis consists of 793 employees - Directors, deputy directors, assistant directors and engineers from the Rivers State Government Ministries. The instrument for data collection was questionnaire, the instrument was validated by dissertation supervisor. The data were presented and analyzed, statistical tool used for testing their associated hypotheses were Pearson Product Moment Correlation Coefficient Analysis formula with statistical package for Social Science (SPSS) version 25. The findings show that at level significance 0.05, that employee pay determination and organizational success has a significant relationship. The study concluded that employee pay determination positively relate to organizational success of Rivers State Government Ministries. Based on the findings, it was recommended among others that Rivers State Government Ministries should in-house employees with skills and qualifications that enable the ministries to evaluate educational background, technical expertise, experience, and other relevant competencies that determine employees' operational efficiency as well their pay monthly or annually.

Keywords: Employees, Pay, Determination, Organization and Success

INTRODUCTION

Background to the Study

Rigid pay scales in Rivers State Government Ministries often have standardized pay scales that limit flexibility in compensating employees based on individual performance of market conditions. This leads to dissatisfaction among employees who feel underpaid compared to their counterparts in the private sectors or other established organizations. The challenges of employees pay determination in Rivers State Government Ministries are multifaceted, involving bureaucratic constraints, budget limitations, equity concerns, union dynamics, and issues related to retention and motivation. Addressing the challenges effectively is vital for ensuring organizational success, as it impacts the ability to attract and retain talent, maintain employee morale, ensure stability, build public trust and achieve strategic objectives.

The significance of effective pay determination is attract and retention of talent. Michael (2012) opined that competitive and fair compensation packages are crucial for attracting and retaining skilled employees in Rivers State Government Ministries. He further states that ensuring pay is aligned with market rates and adequately reflects job responsibilities helps to maintain motivated and competent workforce. Moreover, when employees feel fairly compensated, their morale improves, leading to higher job satisfaction and productivity.

Michael (2012) stated that pay determination in Rivers State Government Ministries can be influenced by political considerations which may lead to inconsistencies on favouritism,

undermining fairness in the compensation process. Also in the study of Michael (2012), ensuring pay equity across different levels, departments and job roles can be challenging especially in Rivers State Government Ministries. In addition, disparities in pay can lead to grievances, decreased morale and potential legal issues.

Pay determination is the process of setting rates of pay, including increases in pay. Pay determination can be classified in a number of different ways, in terms of those involved in the process and the factors taken into account in deciding what pay should be (e-reward, 2003). An important distinction can be drawn between three systems of pay determination: those that rely on unilateral decisions by managers; those that involve employees through collective bargaining; and those that rest on statutory mechanisms and involve government ministers and officials. The system of Pay Review Bodies and the National Minimum Wage are examples of statutory forms of pay determination, in which boards and commissions recommend pay increases that are adopted by the government(e-reward, 2003).

Marsden (2004) stated that in setting rates of pay managers and others can take into account a wide range of influences and pressures. Some of these may be internal to the organization, such as the level of profit, productivity, and the need to secure employee cooperation with change. Others may be external, including the state of the labour market for particular occupations, the rate of inflation, and movements in earnings in both comparable organizations and across the economy. In recent years, the system of pay determination in the UK has altered, there has been a decline of joint systems of pay determination based on collective bargaining and an increase in unilateral decision-making by employers, supplemented by increased statutory regulation. Marsden (2004), indicated that there has also been a shift to reliance on internal principles of pay determination, with ability to pay taking precedence over fair comparisons and the need to maintain the real value of earnings by matching pay rates to the rate of inflation.

Kerskey (2006), indicates that, the various pay determination systems and structures must be understood and linked to worker pay methods, pay distribution across the labour market and employer attitude in recruiting and retaining employees. He added that those networks enhance production and organizational performance. Various theorists have explained the significance of pay in the labour market. Lipsey and Krystal (2011), assert that neoclassical pay determination as "labour's price depends on its scarcity and wages are determined by individual productivity". Furthermore, pay decisions depend on the dynamics between labour market supply and demand (Perkins & White, 2011). For instance, if managers pay above the labour market wages, they will either have to reduce the number of employees or cut wages to minimize labour costs. However, human capital theorists have asserted "individuals accumulate human capital by investing time and money in education, training, experiences and other qualities, to increase their productive capacity and thus worth to an employer" (Perkins & White, 2011). According to Burchill (2008) says that when workers advance their education and skills, they secure higher pay, especially in occupations with minimal competition. Additionally, internal and external interaction affects wages.

Organizational success is a general concept that lacks an exhaustive, commonly acceptable definition. The success of an organization is determined by various factors that are evaluated using different approaches and methods, but there still is no universal system that allows organizations' performance to be measured effectively. Today, the appearance of new companies on the market is an integral part of processes in the economic space. According to Eurostat (2017) statistics, there were more than 26 million active companies in the European Union in 2015, of which 2.6 million were created the same year. The majority of both the new and long-term market players focus on the development of their business, but this is not the only decisive factor ensuring the sustainability of the organization.

The majority of company managers aim for the success of their organization. However, it is not clear how this goal can be reached, as it is difficult to measure or even identify success. The concept and idea of success belong to the so-called grey zone and are not clearly defined in the

context of economics (Barhatov & Pletnjev, 2014). There are various approaches to establishing organizational success in philosophy, psychology and economics. The most common is the focusing on defining the concept of organizational success from the perspective of the economy. Measuring an organization's success allows to draw conclusions about to what extent an organization serves its function and achieves its objectives, which, in turn, enables its leaders to take these data into consideration, make changes and adjust activities. The essence of the idea of an organization lies in its ability to be sustainable while being active, creating value and reaching its goals (Barhatov & Pletnjev, 2014). Barhatov (2016), proposes that organizational success be defined as viability manifested in profitability, potential for growth and ability to be better than competitors. It should also be mentioned that success is a temporary characteristic which may change over the course of organizational development stages or cycles (Likierman, 2006). Miljohina and Adova (2014) have concluded that "the concept of success is a classical linguistic variable, whose semantics depend on the individual (group) who carries out the evaluation" in other words, defining success is subjective. In addition to the financial criteria above, the success factors also include: innovation (Tohibi & Jabbari, 2012), leadership (Madanchian et al., 2017), employees and customer relationships (Pletnjev & Nikolajeva, 2016), organizational learning (Saadat & Saadat, 2016), etc. Based on the different, sometimes contradictory organizational success definitions by various authors, it can be concluded that this concept is highly complex and there is no generally agreed and approved exhaustive definition for organizational success.

Statement of the Problem

The Rivers State Government Ministries having overwhelmed the process involved in deciding their employees pay determination has resulted to not attracting, engaging and retaining the employee required in which it affects the success of the ministries. Michael (2012) indicates that ministries do not properly decide on employee pay determination based on the level of pay for jobs or people which often conflict, as well do not externally compete to attract engage and retain the people required and also do not internally equitable in the sense that rates of pay are not correctly reflect the relativities between jobs which affects the success of Rivers State Government Ministries.

While, many studies have been done by past researchers, this researcher after going through some related literature on employees pay determination and Organizational success was not able to identify enough research based on the relationship between skills and qualification and operational efficiency and productivity or job complexity and responsibility and financial performance or experiences and innovation and adaptability of Rivers State Government Ministries. In order to fill the gap in the literature, the employees' pay determination is explored herein from the point of view of organizational success.

Conceptual Framework



Fig 1.1:Conceptual Framework showing Independent and Dependent variables of Employees' Pay Determination and Organizational Success and their Dimensions (Skills and Qualification, Job complexity and Responsibility, Experience and Measures (Operational Efficiency & Productivity, Financial Performance and Innovation & Adaptability).

Source:(Njoku, C.C. & Agomuo, S. 2024).

Aim and Objectives of the Study

The aim of the study was to examine Employees' Pay Determination and Organizational Success of Rivers State Government Ministries. The specific objectives of the study are:

1. to examine the relationship between skills/qualification and operational efficiency in Rivers State Government Ministries.
2. to examine the relationship between job complexity/responsibility and financial performance in Rivers State Government Ministries.
3. to examine the relationship between experiences and innovation/adaptability in Rivers State Government Ministries.

Research Questions

The following research questions were formulated to guide the researcher in proffering solutions to the study.

1. What is the relationship between skills/qualification and operational efficiency in Rivers State Government Ministries?
2. What is the relationship between job complexity/responsibility and financial performance in Rivers State Government Ministries?
3. What is the relationship between experiences and innovation and adaptability in Rivers State Government Ministries?

Research Hypotheses

The following null hypotheses were formulated to guide the study.

- Ho₁: There is no significant relationship between skills/qualification and operational efficiency in Rivers State Government Ministries.
- Ho₂: There is no significant relationship between job complexity/responsibility and financial performance in Rivers State Government Ministries.
- Ho₃: There is no significant relationship between experiences and innovation/adaptability in Rivers State Government Ministries.

Significance of the Study

The result of this study will be of immense importance to the Ministries in Rivers State, directors, civil service commission, employees, students and researchers.

Scope of the Study

The scope of this study concentrates on geographical, content and unit scopes.

Conceptual Review

Concept of Employees' Pay Determination

e-reward(2005), states that pay is by no means the only factor that influences people to join or remain with an organization, but it is important. Furthermore, the most significant influence on pay levels is the law of supply and demand which states that, if the demand for labour exceeds supply, pay levels will be higher and vice versa. Organizations pays more to attract and retain high quality employees in critical positions. e-reward(2005), indicates that the need to be competitive means that organizations have the take account of market rates when deciding on the level of pay for job and to the bearing in mind the saying: 'A job is worth what the market says it's worth.' Consequently, establishing market rates through what is termed 'market pricing' as described in the next section of this chapter is a vital step in deciding on levels of pay.

Internally equitable pay is fair pay. This means providing equal pay for work of equal value as required by the Equality Act (2010) and supporting case law, and ensuring that the rates of pay for jobs at different levels properly reflect relative values. Internal relativities are established by job evaluation. But there is a tension between external competitiveness and internal equity consideration. Some adopt the slogan, 'the market rules ok' – internal equity considerations are secondary. But if this policy is pursued too vigorously there is a risk of alienating existing employees and contravening the provisions of equal pay legislation. Equality Act (2010), asserts that this risk should be assessed.

Michael (2012) revealed that market pricing is the process of making decision on pay structures and individual rates of pay and obtaining information on market rate (market rate analysis). A policy decision is required on the relationship between market rate levels and levels of pay within the organization. This is called the 'pay stance', which may be expressed in such terms as matching median (average) rates or paying upper quartile rates (loosely), the top 25 per cent.

Equality Act, (2010), assert that market rate analysis may be associated with formal job evaluation and latter establishes internal relativities and the grade structure, and market pricing is used to

develop the pay structure – the pay ranges attached to grades. More so, information on market rates may lead to the introduction of market supplements for individual jobs or the creation of separate pay structures (market groups) to cater for particular market rate pressures. It is referred to as 'extreme market pricing' when market rate are the sole means of deciding on internal rates of pay and relativities, and conventional job evaluation is not used. An organization that adopts this method is said to be 'market-driven' (Equality Act, 2010).

Trevor (2011), indicates that market pricing attempts to establish the market rate for jobs, the notion of a market rate is a more elusive concept than it seems and that there is no such thing as a definitive market rate for any job, even when comparing identically sized organizations in the same industry and location. Michael (2012), opined that different market information sources for the same types of jobs produce different results because of variations in the sample, the difficulty of obtaining precise matches between jobs in the organization and jobs elsewhere (Job matching), and timing (the dates on which the data is collected may differ), meaning that market rate analysis is most unlikely to produce definite information on the rate for the job. The possibly incomplete data from a number of sources, some more reliable than others has to be interpreted to indicate what the organization should do about it. This is expressed as a 'derived market rate', which is a sort of average of a range of pay information – a dubious notion. Data may be available for some jobs but not for others that are unique to the organization.

Point-Factor Rating

Michael (2012), indicates that point-factor rating schemes are the most common forms of analytical job evaluation, that they were used by 70 per cent of the respondents with job evaluation survey schemes in the e-reward 2003 job evaluation survey. He elaborates that the basic methodology is to break down jobs into factors. These are the elements in a job such as the level of responsibility, knowledge and skill or decision making that represents the demands made by the job on holders. Marsden (2004), stated that for job evaluation purposes, it is assumed that each of the factors will contribute to the value of the job and is an aspect of all the jobs to be evaluated, but to different degrees. He further stated that each factor is divided into a hierarchy of levels, typically five or six. And that definition of these levels are produced to provide guidance on deciding the degree to which the factor applies in the job to be evaluated, at the same time, maximum points score is allocated to each factor. Also, the scores available may vary between different factors in accordance with beliefs about their relative significance. This is termed 'explicit weighting'. If the number of levels varies between factors this means that they are implicitly weighted because the range of scores available will be greater in the factors with more levels. The total score for a factor is divided between the levels to produce the numerical factor scale. The completed scheme consists of the factor and level definitions and the scoring system (the total score available for each factor and distributed to the factor levels). This comprises the 'factor plan' (Marsden, 2004).

Analytical Job Matching

Bidwell, (2011), states that like point-factor job evaluation, analytical job matching is based on the analysis of a number of defined factors. Profiles of roles to be evaluated that have been analysed and described in terms of job evaluation factors are compared with grade, band or level profiles that have been analysed and described in terms of the same job evaluation factors. Therefore, the roles profiles are then 'matched' with the range of grade or level profiles to establish the best fit and thus grade the job.

Marsden (2004), affirms that analytical matching are used to grade jobs or place them in levels following the initial evaluation of a sufficient large sample of benchmark jobs, ie representative jobs that provide a valid basis for comparisons. He further assert that, this can happen in big organizations when it is believed that it is not necessary to go through the whole process of point-factor evaluation for every job, especially where 'generic' roles are concerned, and it takes much

less time than using a point-factor scheme and the results can be just as accurate (Marsden, 2004).

Non-Analytical Job Evaluation

Bidwell, (2011), opines that non-analytical job evaluation schemes enable whole job to be compared in order to place them in a grade or a rank order that is, they are not analyzed by reference to their elements or factors, but they can operate on a *job-to-job* basis in which a job is compared with another job to decide whether it should be valued more, less, or the same (ranking and 'internal benchmarking' processes) (Marsden, 2004). Alternatively, they may function on a *job-to-grade* basis in which judgments are made by comparing a whole job with a defined hierarchy of job grades (job classification) and this involves matching a job description to a grade description. In a nutshell, non-analytical schemes are simple to introduce and operate but provide no defined standards of judgment. Differences between jobs are not measured and they do not provide a defence in an equal pay case.

Base Pay Management

Rousseau (2006) states that the management of base pay uses the information from market pricing and job evaluation to design and operate grade and play structures that cater for job-based pay and allow scope for pay to progress within the structure through person-based pay.

Grade and Pay Structures

Rousseau (2006), argued in this study that grade and pay structures provide the framework for base pay management as a means of implementing an organization's pay policies that they enable the organization to determine where jobs should be placed in a hierarchy, define pay levels and the scope for pay progression, and provide the basis upon which relativities can be managed, equal pay achieved and the processes of monitoring and controlling the implementation of pay practices can take place. Rousseau (2006), added that grade and pay structures also enable organizations to communicate the career and pay opportunities available to employees.

Grade Structures

Rousseau (2006), states that a grade structure consists of a sequence or hierarchy of grades, bands or levels into which groups of jobs that are broadly comparable in size are placed. Narrow-grade structures tend to have 10 or more grades, broad-graded structures have six to eight grades, and broad-banded structures have fewer than six 'bands'. And that there may be single structure defined by the number of grade or bands it contains; alternatively, the structure may be divided into a number of career or job families consisting of groups of jobs where the essential nature and purpose of the work are similar but it is carried out at different levels.

Pay Structures

Prentice et al (2007), indicates that pay structure consists of pay ranges brackets or scale that are attached to each grade, band or level in a grade structure. Pay structures are defined by the number of grades they contain and, especially in narrow- or broad-graded structures, the span or width of the pay ranges attached to each grade.

Prentice et al (2007), opined that 'Span' is the scope the grade provides for pay progression and is usually measured as the difference between the lowest and the highest point. Thus a range of £20, 000 to £30, 000 would have a span of 50 percent. Pay can progress with the grades in a narrow- or broad-grades structure on the basis of performance, contribution or time served in the grade. Prentice et al (2007), asserts that Broad-banded structures in theory allow more flexibility but they often contain pay zones that provide an indication of the extent to which the pay of individuals in a particular role or cluster of roles can vary around what is known as an 'anchor point'– the rate for a fully competent person in a role that is aligned to market rates. He further stated that another form

of pay structure is a pay spine (found mainly in the public and voluntary sectors) consisting of a number of pay points that mark progression on the basis of time served.

Pay Progression

e-reward (2009), assert that pay progression takes place when base pay advances through pay ranges or brackets in a grade and pay structure, or through promotions or upgradings. Also, that the alternative is a spot rate system, which allows for no progression and is entirely job-based. e-reward (2009), indicates that progression through pay brackets in a person-based approach may be determined formally by means of an individual contingent pay scheme (pay for performance or contribution) or by fixed increments. He further states that informal progression takes place when there is no contingent or incremental pay scheme and increases are not based on a systematic process, and that a decision has to be made on whether an individual contingent pay scheme should be used, taking into account the arguments for and financial rewards. Therefore, the alternatives rates or some form of bonus scheme based on team or organizational performance (the latter can be offered in addition to individual or team pay).

Contingent Pay

e-reward (2009), indicates that contingent pay provides financial rewards that are related to individual, team or organizational performance or a combination of these. He added that for salary earners, individual contingent pay can take the form of consolidated increases to base pay that provide for pay progression, or cash bonuses (or both). The CIPD 2011 reward survey found that 90 per cent or more of the respondents provided 65.9 per cent of their employees with performance pay. While policy decisions have to be made on the rate of pay progression or the pay mix – the proportion of bonus payments to the base or consolidated rate. Wages earners may receive unconsolidated cash payments in addition to their base pay through and incentive scheme.

Individual Contingent Pay for Salaried Employees

e-reward (2009), says that if a decision is made to have individual contingent pay for salaried employees, there is a choice between types of scheme. Also that segmented approach might be adopted, ie the scheme vary for different categories of staff. Typical, directors and senior executives may have separate schemes. The features, advantages and disadvantage and the appropriateness of individual contingent pay schemes are set out in Table 2.3.

Incentive Pay for Manual Workers

Armstrong (2012), outlined that incentive schemes for manual workers consist of:

- a. Payment-by-result (PBR) schemes, which pay for output and include piece work, work measured schemes and measured day work.
- b. Contingent pay schemes, which relate pay to performance or skill (performance-related pay and skill-based pay) increase may be consolidated or paid as lump sum bonuses
- c. Collective schemes, which pay bonuses related to either team or plant performance.

Team Pay

Michael (2012), states that team pay links payments to members of a formally established team to the performance of that team.

The rewards are shared among the members of the team in accordance with a published formula, or on an ad hoc basis in the case of exceptional achievements. Rewards for individuals may also influenced by assessments of their contribution to team results. Team pay can:

- i. encourage team working and cooperative behaviour;
- ii. enhance flexible working within teams and encourage multi-skilling, clarify team goals and priorities and provide for the integration or organizational and team objectives;
- iii. encourage less effective performers to improve in order to meet team standards;

- iv. serve as a means of developing self-managed or self-directed teams.
- v. The effectiveness of team pay depends on the existence of well-defined and mature teams and they may be difficult to identify and, even if they can be, do they need to be motivated by a purely financial reward?
- vi. Team pay may seem unfair to individuals who could feel that their own efforts are unrewarded.
- vii. Pressure to conform, which is accentuated by team pay, could result in the team maintaining its output at lowest common denominator levels – sufficient to gain what is thought collectively to be a reasonable reward but no more.
- viii. It can be difficult to develop performance measures and methods of rating team performance that are seen to be fair – team pay formulae may well be based on arbitrary assumptions about the correct relationship between effort and reward.
- ix. There may be pressure from employees to migrate from poorly performing teams to highly performing teams which, if allowed, could cause disruption and stigmatize the teams from which individuals transfer, or if refused, could leave dissatisfied employees in the inadequate teams making them even worse.

Pay for Organizational Performance

e-reward (2005) asserts that many organizations believe that their financial reward systems should extend beyond individual contingent pay, which does not recognize collective effort, or team pay, which is difficult. They believe that their system should help to enhance engagement and commitment and convince employees that they have a stake in the business as well as providing them with additional pay. The response to this belief is to offer financial rewards that are related to business or organizational performance (sometimes known as 'company-wide' or 'factory-wide' schemes).

e-reward (2005), believed that the three types of formal business performance schemes are:

1. Profit-sharing – the payment of sums in cash or shares related to the profits of the business; 13.7 per cent of the respondents to the 2011 CIPD reward survey had such schemes.
2. Share schemes – employees are given the opportunity to take out share options or participate in a save-as-you-earn schemes of a share incentive plan; 33.3 per cent of the respondents to the 2011 CIPD survey had such schemes.
3. Gain-sharing – the payment of cash sums to employees related to the financial gains made by the company because of its improved performance; only 3.6 per cent of CIPD 2011 respondents had such schemes.

Recognition Schemes

CIPD (2011), assert that recognition schemes as part of a total reward package enable appreciations to be shown to individuals for their achievements either informally on a day-to day basis or through formal recognition arrangements. They can take place quietly between managers and individuals in their teams or be visible celebrations of success. A recognition scheme can be formal and organization-wide, providing scope to recognize achievements by gifts or treats or by public applause. Typically, the awards are non-financial but some organizations provide cash awards. Importantly, recognitions is also given less formally when manager simply say, 'well done' 'Thank you', or 'congratulations' face-to-face or in a brief note of appreciation.

Employee Benefits

Gerhart and Rynes (200), indicates that employee benefits consist of arrangements made by employers for their employees that enhance the latter's wellbeing. They are provides in addition to pay and form important parts of the total reward package. As part of total remuneration, they may be deferred or contingent like a pension scheme, insurance cover or sick pay, or they may be

immediate likes a company car or a loan. Employee benefits also include holidays and leave arrangements, which are not strictly remuneration. Benefits are sometimes referred to dismissively as 'perks' (perquisites) or 'fringe benefits', but when they cater for personal security or personal needs they could hardly be described as 'fringe'. Flexible benefit schemes give employees a choice, within limits, of the type or scale of benefits offered to them by their employers. Pension provision has undergone considerable change recently. The traditional defined benefit scheme, which provides a pension based on final salary, is disappearing rapidly (too costly) and is being replaced by defined contribution schemes where the retirement pension is whatever annual payment can fund for a member (cheaper). Employee benefits are a costly part of the remuneration package. They can amount to one third or more of basic pay costs and therefore have to be planned and managed with care.

Evaluating Reward

CIPD (2011), asserts that reward evaluation uses information obtained from reward reviews and reward measurements to assess the level of effectiveness achieved by existing or new reward policies and practices. In essence, it is the comparison of reward outcomes with reward objectives to answer the question of how far the reward system has achieved its purpose.

Use of an Evidence-Base Management Approach

An evidence-base management approach is required to provide a systematic basis for evaluating reward. As Pfeffer (1998), pointed out that: 'Thinking about pay ought to be based on logic and evidence, not on belief or ideology'. Rousseau (2006), explained that: that 'Evidence-based management means translating principles based on best evidence into organizational practices.'

Benefits of Employees Pay Determination

CIPD (2011), states that the determination of employee pays in the Ministries carry out several significant benefits, impacting both the employees and the organization as a whole. These benefits can be broadly categorized into several areas: motivation and productivity, fairness and equity, talent attraction and retention, financial management, and organizational effectiveness.

1. Motivation and Productivity

- i. **Increased Motivation:** This refers to fair and transparent pay determination processes that lead to higher levels of motivation among employees. When employees feel that they are compensated adequately for their work, they are more likely to be motivated to perform their duties efficiently and effectively (CIPD, 2011).
- ii. **Enhanced Productivity:** This means that motivated employees tend to be more productive. When compensation reflects the value of their contributions, employees are encouraged to put in their best efforts, leading to improved overall productivity within the ministry (CIPD, 2011).

2. Fairness and Equity

- a. **Equitable Compensation:** A structured pay determination process ensures that all employees are compensated fairly based on their roles, responsibilities, experience, and performance. This helps in creating a sense of equity and fairness within the organization.
- b. **Reduced Disparities:** By standardizing pay scales and ensuring consistency, the ministry can minimize pay disparities that might arise from biases or arbitrary decisions. This fosters a more inclusive and harmonious work environment (CIPD, 2011).

3. Talent Attraction and Retention

- a. **Attracting Talent:** Competitive and fair compensation packages are essential for attracting skilled and qualified candidates to the ministry. Potential employees are more likely to join an organization that offers salaries that match or exceed industry standards.
- b. **Retaining Employees:** Adequate pay is a critical factor in retaining employees. When employees are satisfied with their compensation, they are less likely to seek employment

elsewhere, reducing turnover rates and associated recruitment costs (CIPD, 2011).

4. Financial Management

- a. **Budgetary Control:** A systematic approach to pay determination helps in better financial planning and budgeting. The ministry can forecast salary expenses more accurately and allocate resources efficiently (CIPD, 2011).
- b. **Cost Efficiency:** By ensuring that salaries are commensurate with job roles and performance, the ministry can avoid overpayment or underpayment, leading to cost efficiency and effective utilization of financial resources (CIPD, 2011).

5. Organizational Effectiveness

- a. **Enhanced Morale:** Transparent pay practices contribute to higher employee morale. When employees understand the basis for their pay and perceive it as fair, they are more likely to have positive attitudes towards their jobs and the organization (CIPD, 2011).
- b. **Improved Performance Management:** Clear pay determination processes are often linked to performance management systems. This alignment encourages employees to focus on key performance indicators and organizational goals, leading to better overall performance (CIPD, 2011).
- c. **Legal Compliance:** Adhering to standardized pay determination practices ensures compliance with labor laws and regulations. This reduces the risk of legal disputes related to compensation and enhances the ministry's reputation (CIPD, 2011).

6. Strategic Alignment

- a. **Alignment with Goals:** Structured pay determination can be aligned with the strategic goals of the ministry. For instance, rewarding employees for achieving specific targets or acquiring new skills can drive the organization towards its long-term objectives.
- b. **Encouraging Development:** Pay determination systems that include performance-based incentives encourage continuous professional development and skill acquisition among employees (CIPD, 2011).

CIPD (2011), added that, a well-defined pay determination system in the Ministries in Rivers State not only benefits the employees by ensuring fair and competitive compensation but also enhances organizational efficiency, effectiveness, and financial management. This holistic approach contributes to a motivated, productive, and committed workforce, ultimately leading to the successful achievement of the ministry's goals.

Dimensions of Employees' Pay Determination

1. Skills and Qualification

Gallie, et al (2002), opined that this refers to the abilities, knowledge, and credentials that an employee possesses, which enable them to perform their job effectively. He added that skills are specific competencies acquired through training, practice, or experience, while qualifications are formal certifications, degrees, or professional credentials that validate an individual's proficiency and suitability for a particular role.

Gallie, et al (2002), indicate that determining employee pay in a ministries, or similar governmental body, involves considering a variety of skills and qualifications to ensure fair and equitable compensation. This process typically includes evaluating educational background, technical expertise, experience, and other relevant competencies. Gallie, et al (2002), include the following factors influence pay determination:

1. Educational Qualifications

Minimum educational qualifications necessary for various roles (e.g., high school diploma, bachelor's degree, master's degree, etc.). The field of study and how closely it aligns with the job responsibilities. For example, engineering degrees may be critical for technical roles within the Ministry of Works. Higher education degrees (e.g., master's, PhD) and professional certifications (e.g., PMP, PE) that signify advanced knowledge and specialization, often warranting higher

pay(Gallie, et al., 2002).

2. Technical Skills

Proficiency in specific technical areas relevant to the ministry's operations, such as civil engineering, project management, urban planning, and environmental science. Ability to use industry-specific software, tools, and technologies that enhance job performance. Commitment to ongoing education and training to keep up with advancements in the field(Gallie, et al., 2002).

3. Experience

The total number of years an employee has worked in relevant roles. More experience typically correlates with higher pay due to accumulated knowledge and expertise. Specific experiences that are particularly valuable, such as managing large infrastructure projects, overseeing regulatory compliance, or leading multidisciplinary teams. Documented history of successful project completions, innovations, and contributions to the ministry's goals(Gallie, et al., 2002).

4. Job Performance and Competence

Regular assessments of an employee's job performance, including the quality of work, efficiency, and achievement of objectives. Demonstrated ability to perform job duties effectively, solve problems, and contribute to the ministry's success. Proactiveness in taking on additional responsibilities, leading projects, and mentoring junior staff(Gallie, et al., 2002).

5. Soft Skills

Effective verbal and written communication abilities, crucial for coordinating with stakeholders, preparing reports, and presenting findings. Ability to work well with others, facilitate teamwork, and contribute to a positive work environment. Skills to adapt to changing conditions and solve complex problems effectively(Gallie, et al., 2002).

6. Market Conditions and Benchmarking

Analysis of pay rates for similar roles in other governmental bodies, private sector organizations, and industry standards. Consideration of geographic location and cost of living to ensure competitive and fair compensation. Overall economic environment and budget constraints affecting pay scales within the ministries (Gallie, et al., 2002).

7. Job Level and Responsibilities

Higher-level positions with more responsibilities typically receive higher pay. The breadth and complexity of job duties, including management of large teams, oversight of significant budgets, and accountability for major projects. The degree to which a role contributes to achieving the ministry's strategic goals and mission (Gallie, et al., 2002).

8. Legal and Policy Considerations

Adherence to established government pay scales and classification systems that provide standardized pay ranges for different roles. Compliance with legal requirements to ensure equitable pay practices and prevent discrimination(Gallie, et al., 2002).

Gallie, et al., (2002), opined that determining employee pay in a Ministries involves a comprehensive assessment of educational qualifications, technical skills, experience, job performance, and market conditions. Gallie, et al (2002), state that by carefully evaluating these factors, the ministries can ensure fair, competitive, and motivating compensation packages that attract and retain skilled employees, while also aligning with budgetary constraints and legal requirements. Typically, responsible for public infrastructure projects, including construction, maintenance, and management of public facilities and transportation systems. The success of such a ministry heavily relies on the skills and qualifications of its employees (Payne, 2004). This includes technical expertise, managerial competencies, and soft skills which collectively contribute to achieving organizational goals.

1. Technical Skills: Employees in the ministries need specialized technical skills to effectively plan, execute, and manage infrastructure projects. Payne (2004), states that these skills include:

- i. **Engineering Expertise:** Civil, mechanical, electrical, and structural engineering knowledge is crucial for designing and constructing durable and safe infrastructure.
- ii. **Project Management:** Skills in project planning, budgeting, scheduling, and resource

- allocation ensure that projects are completed on time and within budget.
- iii. **Technological Proficiency:** Familiarity with the latest construction technologies, software, and tools (e.g., CAD, GIS) enhances efficiency and accuracy in project execution employees(Payne, 2004).
 2. **Qualifications:** Payne (2004), opined that qualifications often determine the foundational knowledge and credibility of the employees. Essential qualifications include:
 - i. **Educational Background:** Degrees in engineering, architecture, urban planning, and other related fields provide the theoretical knowledge necessary for effective performance.
 - ii. **Professional Certifications:** Certifications such as Project Management Professional (PMP), Chartered Engineer (CEng), and others validate an employee's expertise and commitment to the profession.
 - iii. **Continuous Professional Development (CPD):** Ongoing training and professional development ensure that employees stay updated with industry advancements and best practices.
 3. **Managerial and Leadership Skills:** Beyond technical expertise, effective management and leadership are vital for organizational success. Payne (2004), listed that important managerial skills include:
 - a. **Leadership:** The ability to inspire and guide teams towards achieving organizational goals.
 - b. **Decision-Making:** Making informed decisions quickly and effectively to address challenges and leverage opportunities.
 - c. **Communication:** Clear and effective communication facilitates better coordination, collaboration, and stakeholder management.
 4. **Soft Skills:**Payne (2004) states that soft skills are equally important in ensuring a productive and harmonious work environment. These include:
 - a. **Teamwork:** The ability to work collaboratively with colleagues and external partners.
 - b. **Problem-Solving:** Innovative thinking to find solutions to complex challenges.
 - c. **Adaptability:** Being flexible and open to change in a dynamic work environment.

Impact of skills and qualifications on Organizational Success: Payne (2004) outlined that the skills and qualifications of employees directly impact on the Ministry of Works' ability to achieve its mission and objectives. Key impacts include:

- i. **Efficiency and Productivity:** Skilled employees are more efficient, leading to increased productivity and timely project completion.
- ii. **Quality of Work:** Higher qualifications and skills result in superior quality of infrastructure projects, ensuring safety and longevity.
- iii. **Innovation:** A well-qualified workforce is more likely to adopt innovative practices and technologies, improving overall project outcomes.
- iv. **Reputation and Trust:** Successful project delivery enhances the ministry's reputation, fostering trust among stakeholders and the public.

Skills and Qualifications in Terms of Experience Required for the Job

As indicated by Gerhart and Ryners (2003), experience plays a pivotal role in shaping the skills and qualifications of employees within the ministries. It not only enhances technical expertise but also hones managerial, leadership, and soft skills, which are crucial for the successful execution of infrastructure projects. This discussion focuses on how different levels and types of experience contribute to the effectiveness of the ministries.

1. **Early Career Experience:** For entry-level positions, foundational skills and qualifications are essential. The focus at this stage is on gaining practical experience and developing a strong technical foundation.
 - i. **Technical Skills Development:** Fresh graduates often have the theoretical knowledge but lack practical experience. Early career roles provide hands-on experience in applying

- engineering principles, project management basics, and the use of relevant software tools.
- ii. **Mentorship and Training:** Junior employees benefit from mentorship programs and on-the-job training that help bridge the gap between academic knowledge and real-world application.
 - iii. **Building Professional Networks:** Early career professionals start building relationships with colleagues, supervisors, and industry contacts, which are valuable for future career advancement.
2. **Mid-Career Experience:** At the mid-career level, employees typically have several years of experience and have developed a deeper understanding of their field. Gerhart and Ryners (2003), listed that this stage involves taking on more complex and responsible roles.
- a. **Advanced Technical Proficiency:** With experience, employees become proficient in handling more complex technical challenges and projects. This includes leading smaller projects and contributing to larger ones.
 - b. **Specialization:** Mid-career professionals often begin to specialize in specific areas such as structural engineering, transportation planning, or environmental engineering, enhancing their expertise in these domains.
 - c. **Leadership and Management Skills:** Experience at this level includes supervising junior staff, managing project teams, and taking on more significant responsibilities in project planning and execution.
 - d. **Problem-Solving and Decision-Making:** Mid-career professionals are expected to solve complex problems, make informed decisions, and manage risks effectively.

Senior-Level Experience: Gerhart and Ryners (2003), states that senior-level positions require extensive experience and a comprehensive skill set, including strategic vision, leadership, and high-level management capabilities.

- i. **Strategic Leadership:** Senior employees are responsible for setting strategic goals, developing policies, and ensuring that the ministry's objectives align with national development plans.
- ii. **Comprehensive Project Management:** They oversee large-scale projects from inception to completion, ensuring they are delivered on time, within budget, and to the required standards.
- iii. **Policy and Regulatory Knowledge:** Senior professionals have a thorough understanding of regulatory frameworks, industry standards, and public policy, which is critical for compliance and effective project delivery.
- iv. **Mentorship and Knowledge Transfer:** Experienced employees play a crucial role in mentoring and training mid-career and junior staff, facilitating knowledge transfer, and ensuring the continuity of expertise within the organization.

Impact of Experience on Organizational Success: Experience at all levels contributes to the ministries overall success as indicated by Pankhurst, (2010). Key impacts include:

- a. **Increased Efficiency and Productivity:** Experienced employees bring efficiency to processes, reducing project timelines and costs.
- b. **High-Quality Outcomes:** With extensive experience, employees ensure high-quality project outcomes, leading to durable and safe infrastructure.
- c. **Innovation and Improvement:** Experienced professionals drive innovation by applying their deep knowledge and understanding to improve practices and adopt new technologies.
- d. **Risk Management:** Experienced staff are better equipped to anticipate and mitigate risks, ensuring smoother project execution and fewer disruptions.

Skills and Qualifications in Terms of Level of Education

Gallie, et al., (2002), argued that the level of education significantly influences the skills and

qualifications of employees within the ministries and added that different educational levels provide varying depths of knowledge, technical expertise, and competencies required for the diverse roles within the ministry. This discussion explores how educational levels, from vocational training to advanced degrees, contribute to the effectiveness and success of the ministries.

1. Vocational and Technical Education: Gallie, et al., (2002), indicates that vocational and technical education provides foundational skills and practical training necessary for entry-level positions within the Ministry.

- a. **Technical Proficiency:** Vocational programs focus on practical skills in areas such as construction, carpentry, plumbing, and electrical work. These skills are essential for on-site roles in infrastructure projects.
- b. **Certifications and Diplomas:** Certificates and diplomas from technical schools validate specific skill sets and ensure that employees meet industry standards for safety and quality.
- c. **Hands-On Experience:** Vocational education emphasizes hands-on training, preparing graduates for immediate employment and effective contribution to project teams.

2. Undergraduate Education: Gallie, et al., (2002), states that undergraduate degrees provide a broader and more theoretical understanding of the fields relevant to the ministries.

- a. **Foundational Knowledge:** Bachelor's degrees in civil engineering, architecture, urban planning, and related fields offer comprehensive knowledge of engineering principles, design, and project management.
- b. **Analytical and Problem-Solving Skills:** Undergraduate education develops critical thinking and problem-solving abilities, essential for tackling complex infrastructure challenges.
- c. **Internships and Practical Experience:** Many undergraduate programs include internships or co-op opportunities, providing practical experience and exposure to real-world projects.

3. Graduate Education: Gallie, et al., (2002), asserts that graduate education, including master's and doctoral degrees, offers advanced knowledge and specialized skills that are crucial for higher-level positions and leadership roles within the ministries.

- a. **Specialization:** Graduate programs allow for specialization in areas such as structural engineering, environmental engineering, transportation systems, and urban planning, providing in-depth expertise.
- b. **Research and Innovation:** Graduate education fosters research skills and innovation, enabling employees to contribute to the development of new technologies, methodologies, and best practices.
- c. **Advanced Project Management:** Graduate programs often include advanced courses in project management, equipping graduates with skills to lead large and complex projects.

4. Professional Certifications and Continuous Education: Gallie, et al., (2002), indicates that beyond formal education, professional certifications and continuous education are vital for maintaining and enhancing skills and qualifications.

- a. **Certifications:** Certifications such as Project Management Professional (PMP), Chartered Engineer (CEng), and others demonstrate a commitment to the profession and adherence to industry standards.
- b. **Continuous Professional Development (CPD):** Ongoing training and professional development ensure that employees stay updated with the latest industry advancements, regulations, and best practices.

Impact of Educational Levels on Organizational Success: Ng, et al (2011), states that different educational levels contribute to the ministries success in various ways:

- a. **Entry-Level Efficiency:** Vocational and technical education ensures that entry-level employees are job-ready and can efficiently contribute to project execution (Ng, et al., 2011).
- b. **Quality and Innovation:** Undergraduate and graduate education provide the foundational

and advanced knowledge necessary for high-quality work and innovative solutions (Ng, et al., 2011).

- c. **Leadership and Strategic Planning:** Advanced degrees and professional certifications prepare employees for leadership roles, strategic planning, and effective management of large-scale projects (Ng, et al., 2011).

Skills and Qualifications in Terms of Training

Asare-Bediako (2008), affirms that training plays a critical role in developing and enhancing the skills and qualifications of employees within the ministries. Through targeted training programs, employees can acquire new skills, refine existing ones, and stay updated with the latest industry trends and technologies. This discussion focuses on the importance of various types of training and their impact on the effectiveness and success of the ministries.

1. **On-the-Job Training:** Ivancevich, (2010) states that On-the-job training provides practical, hands-on experience that is essential for developing technical skills and understanding the specific requirements of the job.

- a. **Real-World Application:** Employees learn by doing, applying theoretical knowledge to real-world scenarios under the guidance of experienced colleagues or supervisors.
- b. **Skill Development:** This type of training helps employees develop specific skills required for their roles, such as operating machinery, using specialized tools, or following safety protocols.
- c. **Immediate Feedback:** On-the-job training allows for immediate feedback and corrections, ensuring that employees quickly learn and adapt to best practices.

2. **Formal Training Programs:** Ivancevich, (2010) says that formal training programs are structured courses designed to provide in-depth knowledge and skills in specific areas relevant to the ministries.

- i. **Technical Courses:** Courses in areas such as advanced engineering techniques, project management, and environmental sustainability help employees stay updated with the latest industry standards and technologies.
- ii. **Certifications:** Formal training often leads to certifications, such as PMP (Project Management Professional) or LEED (Leadership in Energy and Environmental Design), which validate an employee's expertise and commitment to the profession.
- iii. **Continuing Education:** Ongoing formal training ensures continuous professional development, enabling employees to advance their careers and take on more complex and responsible roles.

3. **Workshops and Seminars:** Karl, et al (2010) states that workshops and seminars provide opportunities for employees to learn from industry experts and peers, discuss new ideas, and share best practices.

- i. **Knowledge Sharing:** These events facilitate knowledge sharing and networking, allowing employees to learn from the experiences and insights of others in the field.
- ii. **Skill Enhancement:** Workshops often focus on specific skills, such as advanced project management techniques, new software tools, or innovative construction methods.
- iii. **Industry Trends:** Seminars keep employees informed about the latest trends, technologies, and regulatory changes in the industry.

4. **E-Learning and Online Courses:** Kumpikaite and Sakalas (2011) asserts that E-learning and online courses offer flexibility and accessibility, enabling employees to learn at their own pace and on their own schedule.

- a. **Convenience:** Online training is accessible from anywhere, making it easier for employees to balance learning with their work responsibilities.
- b. **Wide Range of Topics:** A vast array of online courses is available, covering everything from basic technical skills to advanced project management and leadership training.
- c. **Cost-Effectiveness:** E-learning can be a cost-effective way to provide training to a large

number of employees without the need for travel or extensive resources.

5. **Mentorship and Coaching:** Gale, (2003) says that mentorship and coaching programs provide personalized guidance and support, helping employees develop both technical and soft skills.

- a. **Individual Development:** Mentors and coaches offer tailored advice and support, helping employees identify and work on their specific areas for improvement.
- b. **Career Advancement:** Mentorship can play a crucial role in career development, offering insights into career paths, opportunities for advancement, and professional growth.
- c. **Soft Skills:** Coaching often focuses on developing soft skills, such as communication, leadership, and problem-solving, which are essential for career success.

Impact of Training on Organizational Success: Criveanu and Cârstina, (2018), affirms that Effective training programs contribute significantly to the success of the ministries in several ways:

- i. **Enhanced Skills and Competencies:** Training ensures that employees have the necessary skills and knowledge to perform their jobs effectively and efficiently.
- ii. **Increased Productivity:** Well-trained employees are more productive, completing tasks more quickly and to a higher standard.
- iii. **Innovation and Adaptability:** Training fosters a culture of continuous improvement and innovation, enabling the ministry to adapt to new challenges and opportunities.
- iv. **Employee Retention:** Offering training and development opportunities helps attract and retain talented employees, contributing to a stable and motivated workforce.

Job Complexity and Responsibility

Changes in Job complexity and skills development learning in complex jobs takes place as workers mobilize their knowledge, skills, and competences to master the challenges they meet while working (Eraut, 2004; Berings et al., 2005; Pankhurst, 2010). Pankhurst, (2010) states that increasing the degree of job complexity may push workers out of their comfort zone, confront workers with new situations and choices and, possibly difficult, problems. Also, workers that learn and develop their skill set as they seek to find satisfactory solution to these new situations. In contrast, changes in the opposite directions, where jobs are transformed to consist of simple tasks performed routinely and repetitively in a rigidly codified way, where only a limited number of skills are needed for successful performance, will rarely contain a learning stimulus (Pagano, 2014; Parker, 2014). Therefore, the relationship between changes job complexity and responsibility is expected to be positive (Gibbs et al., 2010).

The complexity of the tasks can be defined as a function of the task itself (Sanusi & Iskandar, 2007). The complexity of the task is a task that is unstructured, difficult to understand and ambiguous (Puspitasari, 2010). Complexity arises from the ambiguity and weak structures, both in the main tasks and other tasks (Restuningdiah & Indriantoro, 2000). In the task confusing, ambiguous and unstructured, alternatives that is becoming cannot be identified so it cannot obtain the data and cannot predict the output of the data. In the study of Engko and Gudono (2007), the complexity of the task is a complex task, made up of many parts, different and intertwined with each other.

Nadhiroh (2010) assert that the complexity of the task refers to the number of different attributes in the task and the relationships between these traits. In relatively simple tasks, complex tasks requiring more personal resources (eg. attentional resources, information processing capacity, effort, and persistence) to be expanded into practice. Nadhiroh (2010), aver that the complexity of the task increases and exceeds the available resource person who causes performance to decline. From the description, the complexity of the task of nurses is the process of a task a nurse who needs some structure and clarity of the tasks assigned are often seen complex and difficult in implementation. The complexity of the task is also a matter that affects the quality of work. In the process of implementation of the work, the diversity of tasks and difficulty of the task will make the job so complex that affect the quality of the work itself. Wood in Nadhiroh (2010), indicates

that the complexity of the task has three dimensions, namely the complexity of the component (the amount of signaling information and different actions), the complexity of coordination (types and quantities of the relationship between actions and gestures), and the complexity of dynamic (changes in actions and gestures and the relationships among them).

3 Experiences

Plaskoff (2017) in his research 'employee experience: the new human resource management approach' emphasizes the need for redefining the relationship between organization and their employees. With multigenerational workforce at a workplace working together the different groups have different expectations. A holistic approach towards meeting the expectations of different groups defined by demographic and non-demographic variables is most effective through an experience definition of these groups. This experience approach goes beyond perks and benefits and focuses on employee as a whole approach and this will be possible by applying design thinking process for design of employee experience. The researcher have proposed principles to design an employee experience like understanding people and their needs, embrace expansive and holistic thinking, make the intangible tangible, insist on radical participation, iterate and experiment, trust and appreciate the process. The researcher concluded that human resource practices in the experience economy must create experiences and there is a need to redefine human resources approach in the organisations.

Morgan (2017), in his work 'The employee experience advantage' describes employee experience as combination of three major factors – physical workplace environment, technological environment, and cultural environment. To improve employee experience, he says to get rid of the old idea of an employee life cycle and think instead about the important parts of each person's life. A moment that matters is any event that has a big impact on how you feel about your job. It could be your first day at work, getting a raise, having a baby, going to a team-building exercise, or having a birthday. Gallup (2018), affirms that 'the employee experience as the journey an employee takes with your organisation. It includes all the interactions an employee has with your organisation before, during and after their tenure. These interactions shape employees' perceptions of your organisation and directly affect employee performance and your brand as an employer. Employees have become 'consumers of the workplace'. With the Covid19 pandemic a new generation of worker expectations, greater workplace transparency and a tightening labour market have increased interest in improving the employee experience.

Mahadevan and Schmitz (2020), states that today there is an increasing emphasis on employee experience and has to be considered in positive light only. The employee experience can have a underlying outcomes of discipline and control. The authors note that the use of employee experience may legitimate less than ideal HR practices. HR practices have undergone a multitude of improvement towards a supposedly more caring and gentle forms which initially is extremely promising but has occasionally shown to be terribly detrimental. Today HRM is based on the strong and convincing projection of a positive employer brand (such as 'best employer' or 'employer of choice'). This means that companies go to great lengths to offer a compelling employee experience. In this way of thinking, the success of every stage of an employee's life depends on how well they adept the management of the employee experience, from hiring and firing to retaining employees training and development, promotion, and the employee's eventual departure. Employee experience is a form of practise and is always changing because it comes from the interaction between employer and employee and rejects the idea that work experience as a fungible commodity that can be exchanged by the organisation and the employees.

Gartner (2022), indicates that many organisations are turning to employee experience as an important way to address talent pressures. Employee experience also connects with and influences other talent priorities. There are various elements in the HR process that have an impact on the employee experience. Managing them will lead to positive consequences. Elements like mapping the employee journey which is a unique way of showing the company's goals and

values, as well as the steps that go into getting there. The best employee experiences bring the company's values to life and contribute to the development of a strong culture. A distinct culture may assist a firm in attracting individuals that will fit in and succeed in its workplace. Employees are the organisations most valuable asset, and keeping them healthy and happy is critical for business growth. Similarly, employee productivity, burnout, and absenteeism will all suffer as a result of pressured, worried, and unhealthy personnel. Employee health is also related to employee experience.

Benefits of Experience

Mahadevanand Schmitz (2020), states that experience in the Ministry of Works, brings a multitude of benefits that enhance both individual and organizational performance. These benefits can be categorized into several key areas: skill development, efficiency and productivity, problem-solving and innovation, mentorship and leadership, professional growth, and organizational stability.

1. Skill Development

- i. **Enhanced Expertise:** Experienced employees have a deep understanding of their roles and responsibilities, allowing them to perform tasks with greater proficiency and accuracy (Mahadevan& Schmitz, 2020).
- ii. **Specialized Knowledge:** With years of service, employees develop specialized knowledge in areas such as project management, infrastructure development, and public works administration, which are critical to the ministry's functions.

2. Efficiency and Productivity

- i. **Increased Efficiency:** Experienced employees can complete tasks more quickly and with fewer errors due to their familiarity with processes and systems. This leads to overall increased efficiency within the ministry (Mahadevan& Schmitz, 2020).
- ii. **Productivity Gains:** By leveraging their experience, employees can streamline workflows, optimize resource use, and enhance productivity, contributing to the ministry's objectives.

3. Problem-Solving and Innovation

- i. **Effective Problem-Solving:** Experienced employees are better equipped to identify, analyze, and solve complex problems. Their extensive background helps them anticipate issues and develop effective solutions.
- ii. **Innovative Approaches:** With a wealth of experience, employees can draw on past experiences to innovate and implement new approaches, improving project outcomes and operational processes (Mahadevan& Schmitz, 2020).

4. Mentorship and Leadership

- Mentorship Roles:** Experienced employees often take on mentorship roles, guiding and training less experienced colleagues. This helps in knowledge transfer and skill development across the organization.
- i. **Leadership Development:** Experience is a key factor in developing strong leaders. Employees with extensive experience are often well-suited for leadership roles, providing direction and stability to their teams (Mahadevan& Schmitz, 2020).

5. Professional Growth

- i. **Career Advancement:** Experience within the ministry provides opportunities for career advancement. Employees can progress to higher positions, taking on more significant responsibilities and contributing to strategic decision-making.
- ii. **Enhanced Reputation:** Experienced professionals build a strong reputation within the ministry and the broader community, enhancing their credibility and influence (Mahadevan& Schmitz, 2020).

6. Organizational Stability and Continuity

- a. **Institutional Memory:** Experienced employees serve as a repository of institutional knowledge, preserving the history, policies, and best practices of the ministry. This

- continuity is vital for long-term planning and decision-making.
- b. **Consistency and Reliability:** The presence of experienced employees ensures consistency and reliability in operations. Their familiarity with the ministry's procedures and standards helps maintain high-quality outcomes.
 - 1. **Improved Stakeholder Relations**
 - Stakeholder Trust:** Experienced employees are often more effective in managing relationships with external stakeholders, such as contractors, government agencies, and the public. Their expertise inspires confidence and trust.
 - a. **Effective Communication:** With years of experience, employees develop strong communication skills, enabling them to convey complex information clearly and effectively to various stakeholders (Mahadevan & Schmitz, 2020).
 - 8. **Enhanced Safety and Compliance**
 - a. **Safety Protocols:** Experienced employees are well-versed in safety protocols and regulations, ensuring that projects adhere to safety standards and reducing the risk of accidents.
 - b. **Regulatory Compliance:** Their familiarity with legal and regulatory requirements helps the ministry stay compliant with all relevant laws, avoiding legal issues and penalties (Mahadevan & Schmitz, 2020).

Concept of Organisational Success

For years, organizational success was mainly based on financial indicators – turnover, profit margin, cost efficiency, price of share, growth in sales, etc. (Kaplan & Norton, 1992; Flamholtz & Aksehirli, 2000; Hammer & Karilaid, 2002; Maltz, 2003; Likierman, 2006; Päril, 2006; Siimon, 2006; Saparnis, 2009; Artemenko & Barošnikova, 2011; Barhatov & Pletnjev, 2014), though in recent years non-financial factors have increasingly been taken into the account. This is largely due to the need to be future-oriented as the long-term success and development of organisation become important (Flamholtz & Aksehirli, 2000; Gorenak & Košir, 2012; Barhatov & Pletnjev, 2014). Financial indicators tend to measure the past and therefore it is not possible to create a balanced model of organisational success based on those factors only (Balabonienė & Večerskienė, 2015). It is particularly difficult to be performed in a dynamically changing external environment (Bakovnik, 2002; Maltz et al., 2003). Talking about organisational success, the focus is often shifted towards setting economic goals and achieving them (Likierman, 2006; Siimon, 2006; Simpson et al., 2012; Barhatov & Pletnjev, 2014; Milekhina & Adova, 2014, 2017; Slobodtšikova, 2015). By exploring goals in more detail, Ioniță (2013) distinguishes between financial (e.g. turnover growth and number of employees) and non-financial (e.g. satisfaction and well-being) goals and consequently refers to financial and nonfinancial factors of success. Identifying and using the right indicators of success will increase organisational competitiveness and advantage (Ng et al., 2011), which is also a major factor for efficiency and effectiveness (Siimon, 2006; Blinov & Ugrjumova, 2013; Barhatov & Pletnjev, 2014).

When measuring organisational success, one should keep in mind that success is a temporary characteristic and may change at different stages of organisational development (Likierman, 2006; Siimon, 2006; Flamholtz, 2009; Artemenko & Barošnikova, 2011). According to a differentiated approach to the success factors presented by Siimon (2006), apart from the development stage of enterprise, the size of organisation must be taken into the account when determining the success rates, as the importance of factors may vary (Flamholtz, 2009). Other authors also consider it important to select and implement an operational strategy, the technologies deployed and the specificities of industry (Maltz et al., 2003; Artemenko & Barošnikova, 2011) as well as the competitive external environment (Artemenko & Barošnikova, 2011).

Measures of Organizational Success

1. Operational Efficiency

Neil (2019) states that operational efficiency is seen as the few methods and techniques used to achieve the essential goal of conveying quality products and services to clients within the most cost-effective and opportune way. According to the researchers, asset utilization, production, dispersion and inventory management are the foremost common perspectives of operational efficiency. Operational efficiency is additionally clarified as the capability of an organization to diminish the unwelcomed and maximize asset capabilities so as to provide quality goods and services to clients (Ghosh & Sanyal, 2019). Operational efficiency is the key determinant of the long-term dissolvability of businesses (Ndolo, 2015). In reality, micro-economic or firm-specific indicators of corporates' monetary health evolve around operational efficiency (Ndolo, 2015).

The term "efficiency" is viewed in both the manufacturing firm and strategic management collected works as the item of firm-specific variables such as management skills, innovation, cost control and market share as determinants of current firm performance and its constancy. Based on Kalluru & Bhat (2009) views, Operational efficiency is the capability of an organization to abridge the unwelcome and boosts asset capabilities so as to convey quality goods and services to clients. An organizational operational efficiency depends on components like skillful and capable specialists, legitimate innovative movement, appropriate acquirement carry out, return to scale of the businesses, supply chain controlling among numerous others.

2. Financial Performance

The automotive industry is an important performer in both national and global economies (Adane & Nicolescu, 2018). The success of companies in this field attracts the attention of investors, who evaluate performance based on an indicator or a set of indicators considered relevant. At the same time, the success of companies in this field was a point of interest for researchers, who sought to assess financial performance (Herciu & Ocrean, 2013; Safaei Ghadikolaie et al., 2014; Pelloneova & Stichhauerova, 2019) or to identify its main determinant factors (Majtan et al., 2017; An & Kim, 2019; Sabbagh et al., 2019; Zainudin et al., 2021). In the research conducted, the performance profile was determined either based on information from the financial statements of the companies, based on information provided by the capital market, or based on perception measures (determined by survey).

In terms of determinants of financial performance, a review of the existing literature has shown that research abounds in mixed results. The complexity of the performance, the diversity of the determinants, the samples, the processed data, the indicators used, and the applied analysis models make that the research results cannot be generalized. For this reason, this research focuses on the analysis of financial performance and its determinants for a sample of companies in the automotive industry. It provides a scientific basis for integrative performance management and can also serve as a guide for decision-makers to increase the financial performance of the companies they lead, taking into account the interests of all stakeholders involved.

Approached from a financial perspective, the performance was assessed based on the financial results obtained by a company in a given period. Therefore, to admit that a company is financially successful, its monetary outputs must be higher than the expenses related to its realization. The latest definitions of financial performance integrate aspects such as the efficiency and effectiveness of a company in the use of resources (Egbunike & Okerekeoti, 2018; Mahrani & Soewarno, 2018) and in achieving objectives (Suhadak et al., 2019). Therefore, financial performance reflects a company's ability to create economic value (Orozco et al., 2018) and to attract and generate returns for investors (Al-Sa'eed, 2018).

3. Innovation/adaptability

Innovation plays an important role individually and organizationally on the changing business environment. Innovation is identified as value added to organizational performance and activities

(Pfeffer, & Sutton, 2000). Innovation is developing beneficiaries' value by providing new needs or achieving the existing beneficiaries and market demands in distinct ways (Jaskyte, 2011). There is an argument that in the contemporary business world concerning organizations, innovation is widely perceived as an important source of competitive leverage in an increasingly fluctuating world (Dess, & Picken, 2000). According to the new World Economic Forum report (2018), around 133 million new jobs may be provided by 2022, while 75 million jobs are to be changed by technical innovation (World Economic Forum, 2018). Therefore, the McKinsey report shows that 84% of managers agreed that their future success based on innovation, allows organizations to survive in the competitive markets, and contributes to economic growth (Myllylä, 2019).

Jaskyte (2011) emphasizes that as stipulated by a majority of management scholars, innovation capacity remains to be the most pertinent determinant of an organization's performance. A quick search on scholarly articles using "innovation" as the keyword yields tens of thousands of articles. While such articles touch on various conducted studies on organizational innovation, an exploratory search on the different aspects of organizational innovation is prudent. Due to the comprehensive studies regarding organizational innovation, it is wise to explore the existing definitions of innovations, its applications, and advantages from the organizational perspective.

In the existing literature that this study has reviewed, varieties of definitions exist for the innovation. This stems from the fact that various stakeholders in organizations perceive innovation in different manners. Despite this, the existing literature confirms the aspect of creativity in organizational innovation. Lam (2006), opined that the term organizational innovation by large serves to refer to either the creation or the adoption of a notion or behavior that is new to an organization. The keywords in this definition include "idea/behavior" and "new". He further emphasizes that organizational innovation ideas are knowledge-based and behaviour, which are transformative. Hence innovation looks at how new ideas and behaviours are depicted in a given organization and they serve to positively affect the organization.

In their comparative study, Noruzi, et al (2012) seems to conform to Lam, (2006) in brevity and preciseness as it pertains the definition of organizational innovation. According to them; organizational innovation implies the creation and adoption of a notion or behavior thus its effective implementation in the particular organization. They argue that the objective of innovation is to simply come up with business value through the development of worthwhile ideas into a customer-centered market. The concept of organizational innovation refers to a mechanism utilized by organizations to adapt to dynamic conditions of technological advancement, competition, and market expansion by creating unique products, systems, and techniques (Razavi, & Attarnezhad, 2013). In essence, organizational innovation is the process by which an organization develops new advanced products or services and its success in introducing those commodities or services to the market. Therefore, it can be defined as an organization's ability to transform ideas and knowledge into new services, processes, or products regularly for the benefit of its stakeholders. However, it is prudent to note that they all refer to it as one process which is systematic and engages both ideas and behaviours which when enacted can serve to change the organization positively. The definitions of organizational innovation considerably overlap with administrative and management innovation (Damanpour, & Aravind, 2012).

Essentials of Innovation

Its notes that initially, innovation has a pertinent function in the economy (Tohidi, & Jabbari, 2012). Accordingly, the importance of innovation lies in the fact that it can manifest itself in one of the various ways. For instance, innovation is important when there is the introduction or commercialization of either a new or improved product or service as opposed to the current products or services. Thus explains that organizational innovation is indeed crucial as it leads to the emergence of new products and services to the market. On the same note, innovation serves to improve the existing services or products. Secondly, organizational innovation can serve to come

up with an alternative production process or even improve the current business process in the most basic and complex manner. Coming up with a new form of production, or rather a means of production, in this case, implies extreme efficiency as it pertains production and can include reduction of time, increase in production or yielding better products in the same production (Martin, 2017). Thirdly, organizational innovation is crucial since it can open doors for a new market. This can be perceived as the marketing dimension, and it pertains efforts to ensure that there is smooth marketing of the products. Under this, innovation on the part of the employees, and management alike will translate to better marketing options and yield better sales. Fourthly, organizational innovation can result in the development of alternative supply sources like materials, equipment, and various other inputs. Last but not least, organizational innovation results in fundamental transformations in industrial structures and organizational structure among others. It paves the way for the promotion of employees who are innovative ((Martin, 2017).

Organizational innovation improves the creativity and flexibility, which promotes the improvement of technological innovations Mothe, and Nguyen, (2010); Haned, et al (2014); Le Bas, et al (2015), which provide a justification for the important influences of organizational innovation. Moreover, Tavassoli and Karlsson (2016) proved the positive influence of organizational innovation on other different types of innovations was proved, especially on improving organizations' capability to implement new technologies and innovative process. Furthermore, Haned, et al (2014) clarified that organizational innovation has a significant influence on firm innovation and competitive advantages, meaning that they afford input for innovation capabilities and firm innovation processes.

From an organizational perspective, managers around the world encourage organizational innovation because of the value it can create in their companies. It has been proven that when employees are innovative, there is increased productivity as a result of executing and creating new processes (Monson, 2017). This has the effect of creating the much-needed differentiation and increases an organization's competitive advantage. In essence, organizations that embrace organizational innovation are able to react more effectively and faster to avert capture and risk opportunities.

The investigation on organizational innovation is still relatively limited but it has kept increasing steadily increasing in the literature Damanpour, et al (2009); Sapprasert, et al (2012), and has been identified as a cause of competitive advantage (Battisti, & Iona, 2009); (Mol & Birkinshaw, 2009).

Theoretical Review

Vroom Expectancy Theory

Expectancy theory of motivation assumes that motivation will be high when workers perceive that high efforts would lead to high performance and consequently the attainment of desired outcomes (eHow, 2012). The theory is a summation of expectancy, instrumentality and valence. Epley, Waytz, Scott and Cacioppo (2008) explained that employee motivation is an outcome of how much an individual wants a reward (valence), the assessment that the likelihood of the effort would lead to expected performance (expectancy) and the belief that performance will lead to reward (instrumentality). Olise (2005) added that the theory concentrates on effort-performance relationship (the likelihood that individual performance or effort need to be recognized), performance-reward relationship (the extent to which the employees believe that getting a good performance appraisal will lead to organizational rewards) and reward personal goals relationship (the attractiveness or appeal of the potential reward to the individual). The employers expect the employees to deliver or discharge to the best of their abilities the duties assigned to them using their residual knowledge, skills and competencies. Equally, the employees expect the employers to create the enabling environment, provide the requisite tools and adequate compensation. The justification for the use of this theory is that employees' conscious decision to perform on the job is depended on their motivational level which is determined by their level of expectations that great effort will lead to early or prompt payment of reasonable wages and salaries. Like Homan's

propositions, the ultimate expectation of getting paid drives and sustains employees' performance. The state government agencies, ministries and institutions are predominantly expected to entrench equity and fairness while the workers are expected to reciprocate this in their involvement, loyalty, commitment as well as performance.

Efficiency Wage Theory

According to Armstrong (2006) firms will pay more than the market rate because they believe that the high levels of pay will contribute to increase in productivity by motivating superior performance, attracting better candidates reducing labour turnover and persuading workers that they are being treated fairly. This theory is also known as the economy of high wage.

Empirical Review

Kimani, et al. (2004) explored the Impact of Pay Methodologies on Worker Execution in the exhibition of Mombasa Concrete Constrained based at the central station, the Catholic College of Eastern Africa. The objective populace was 153. A stratified examining strategy was utilized to choose respondents. The examination he essential research instrument for the assortment of information from the chose respondents. The examination utilized Pearson connection technique which assessed the direct connection between two persistent factors in the investigation. The investigation found that sensible compensation, benefits in type of rewards and remittances and acknowledgment through affirmation or verbally advanced worker execution. The examination inferred that the fundamental compensation gave by the organization inspired workers, additionally that business advantages, for example, recompenses, impetuses and rewards positively affect representative execution at MCL, at last that workers in the organization thinks about acknowledgment as methods for thankfulness and accepts that arrangement of affirmation grants by and large persuades them to perform better.

A study carried out by Emmanuel (2013) on connection among pay and worker profitability. This examination looks to inspect the connection among pay and efficiency in the financial business in Ghana. Utilizing contextual investigation approach, a spellbinding review was completed to gather information from representatives of Ghana Business Bank in the More prominent Accra District of Ghana. Information was broke down as far as distinct measurements. Pearson chi square was utilized to test the importance of connection between worker pay and profitability. The outcomes demonstrated a critical connection among remuneration and efficiency. That great remuneration is one of the significant devices the board have available to its to rouse representatives and increment productivity. Likewise, execution of an individual just as the choice to stay in an association is affected by the remuneration bundle.

Muhammad (2014) examined the effect of pay of worker execution on association responsibility on the presentation of representative in the Republic of Saudi Arabia. The investigation focused on 45 open establishments in the nation with a normal of 265 workers. The investigation favored the use of positivism look into plan. The information was gathered by utilization of figured surveys which were developed in connection to the examination goals. The gathered information was cleaned, coded and went into programming known as SPSS. Utilizing SPSS as a statically apparatus they reasoned that remuneration as motivators, compensations will play out a significant part to upgrade inspiration of representative in the open organizations in the Republic of Saudi Arabia.

Kwenin, et al. (2013) researched the effect of immediate and circuitous monetary remuneration in the presentation of representatives in client assistance organizations in the Republic of Ghana. The specialists utilized illustrative research plan. The objective populace was the 223 representatives of the 23 recorded client care organizations in the nation. The creators broke down information graphically according to the information gathered by utilization of organized polls. The investigation found that reward measurements have huge impact on representatives' presentation. Specifically, they found that pay, execution reward, acknowledgment and applause

are the instruments that administration can use to spur representatives with the goal for them to perform adequately and effectively. In this manner, laborers compensate bundle matters a great deal and ought to be a worry of both the businesses and representatives.

Seidu, et al. (2020) sort to explore the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana. Using a simple random sampling approach, a questionnaire was administered to 240 employees in the organization with 222 completing them and same adopted for the study. The study used the SPSS version 26 to process the data after all errors were corrected and data coded. Descriptive analysis and multiple regression analysis were employed to analyze and give meanings to the output. The results indicate that salary, rewards, incentives, and indirect compensations have a positive and significant impact on employee performance. The study hence recommends that the organization should constantly enhance their compensation schemes in order to consistently improve the performance of their employees.

Afryie, et al. (2020) investigated the effect of compensation on employee's performance Accra Technical University: Ghana. Descriptive survey design was used for the investigation. A simple random sampling technique was used to sample 40 respondents out of a total population of 57 Administrators of which 35 responded to the Twenty item questionnaire. Frequency tables were used to present the responses. The main conclusions were that administrators were not attracted by the monetary aspect of compensation but rather management sensitivity to their needs. We also find that, housing loan and accommodation are the most crucial needs. The recommendation was that Management should create another form of set-off package alongside with the one in the condition of service to encourage workers to put up their best.

Abdul-Jaleel and Millan (2017) examine the effect of compensation systems on the work performance of employees (junior staff) of the University of Cape Coast (UCC), Ghana. The sample size for the study was 346. Stratified random sampling technique was used to select the junior staff. Also, 24 administrators were selected purposively to help collect data from the respondents. Questionnaire and an annual assessment form were the instruments used in collecting data. Both descriptive and inferential statistics were used in analysing the data. Findings from the study show that the junior staff have positive view on the university's compensation packages as a whole. However, junior staffs' view on the university's compensation packages does not influence employees' work performance directly. It does so only if it boosts their level of satisfaction which in turn boosts their commitment to the university and in the long run increases their work performance. It was recommended to management of the university to ensure a congenial environment and improved its compensation packages, especially non-financial, to encourage and motivate staff to be committed to the university which will lead to a significant increase in the work performance of the staff.

Oboreh, and Arukaroha, (2021) examined the effect of reward on organizational performance in universities in Edo State. The study aimed to determine the effect of salary increase, cash bonus, recognition, promotion and career development on organizational performance. Relevant conceptual, theoretical and empirical literatures were reviewed. This research work is anchored on equity theory. Survey research design was employed in the study. Six universities comprising of two private universities, two state-owned universities and two federal universities were sampled for the study. The population consists of 3974 academic staff of the selected universities. A sample size of 365 was determined using Taro Yamene formula. Questionnaire was employed as the major instrument of data collection. The data generated were analyzed using frequency tables, percentages and multiple regression analysis. The study found that salary increase, cash bonus, promotion, recognition and career development have significant effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled universities in Edo State. Based on the conclusion, it was recommended that universities management should ensure constant review of their reward policy to reflect current realities so as to motivate their employee to be committed to improved

performance among others.

Knowledge Gap

To most scholars the concern has been to illustrate the manner scholarly based employee pay determination and organizational success models ensure value to institutions. Unluckily, whenever value and the effect of employee pay determination for organizational success are examined, their description is most of the time limited in scope. Even with the concerns tackling critical dimensions of employees pay determination – skills and qualification, job complexity and responsibility and experiences, there is a feeling that those illustrations fall short in capturing the advanced nature that employees pay determination research has developed recently. The simplification nature of extensive human resource surveys is relatable because of the challenges in accessing appropriate primary data within most ministries. Still, the objective of showing the value of employee pay determination and organizational success plans could be hindered by this development, further limiting the sector whenever findings are misinterpreted. Therefore, this study will fill in the gap in the literature by examining how employee pay determination affects organizational success in Rivers State Government Ministries from the administrative relations point of view using the Human Capital Theory, Vroom Expectancy Theory, Efficiency Wage Theory and Self-Determination Theory.

METHODOLOGY

The cross-sectional survey research design was adopted in the study. The total population comprises for the study was 793 employees of Rivers State Government Ministries. A sample size of two hundred and sixty-six (266) was used for the study which was drawn from (directors, deputy directors, assistant directors and engineers) in Rivers State Government. The primary source of data gathering was adopted. The data was collected from direct responses from employees from the following areas (directors, deputy directors, assistant directors and engineers) in Rivers State Government Ministries. The instrument was validated by the supervisor and two other experts in Employment Relations and Human Resource Management Department. Their comments, observations and responses were used to effect corrections on the copies of the questionnaire that was administered to the respondents. The researcher carried out the reliability test for the research instrument using the Cronbach’s Alpha Correlation Coefficient

The result of the reliability test was carried out using statistical analysis software, Statistical Package for Social Sciences (SPSS) version 25, showing 0.80 for all the items in the questionnaire used for the study. This indicates that the research instrument was highly reliable and appropriate administered for the purpose of eliciting answers to the research hypotheses stated in the study. The bivariate analysis was carried out using Pearson Product Moment Correlation at 0.05 level of significance.

DATA PRESENTATION, ANALYSIS/RESULTS

Data Presentation

Distribution and Retrieval of Instrument

Questionnaire	Frequency	Percentage (%)
Administered	266	100%
Retrieved	171	64.11%
Unretrieved	95	35.89%

Source: Researchers Field Work, (2024).

Table 4.1 above shows that a total of two hundred and sixty-six (266) copies of the questionnaire were distributed to employees of the twelve-six Rivers State Government Ministries under study. However, the researcher was able to retrieve one hundred and seventy-one (171) copies representing 64.11%. Thus, ninety-five (95) copies representing 35.89% of the questionnaire distributed were not retrieved.

Bivariate Analysis

Ho₁: There is no significant relationship between skills/qualification and operational efficiency

Table 4.2: Correlation coefficient between skills/qualification and operational efficiency

Correlations			
		SQ	OE
SQ	Correlation Coefficient	1.000	.492**
	Sig. (2-tailed)		.000
	N	171	171
OE	Pearson Correlation	.492**	1.000
	Sig. (2-tailed)	.000	
	N	171	171

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

Source: SPSS Output Data, 2024

The result on table 4.2 above shows the r value of .492 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating skills/qualification and operational efficiency. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between skill/qualification and operational efficiency in Rivers State Government Ministries was rejected and the alternate hypothesis was accepted. This shows that there is a significant relationship between skills/qualification and operational efficiency of Rivers State Government Ministries.

Ho₂: There is no significant relationship between job complexity/responsibility and financial performance of Rivers State Government Ministries.

Table 4.3: Correlation coefficient on relationship between job complexity/responsibility and financial performance

Correlations			
		JCR	FP
JCR	Correlation Coefficient	1.000	.945**
	Sig. (2-tailed)		.000
	N	171	171
FP	Pearson Correlation	.945**	1.000
	Sig. (2-tailed)	.000	
	N	171	171

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

Source: SPSS Output Data, 2024

The result on table 4.3 above shows the r value of 0.945 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating job complexity/responsibility and financial performance. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that there is no significant relationship between job complexity/responsibility and financial performance in Rivers State Government Ministries was rejected and the alternate hypothesis was accepted. This shows that there is a significant relationship between job complexity/responsibility and financial performance in Rivers State Government Ministries.

Ho₃: There is no significant relationship between experiences and innovation/adaptability in Rivers State Government Ministries.

Table 4. 4: Correlation coefficient between experiences and innovation/adaptability

		EXPERIENCE	IA
EXPERIENCE	Correlation Coefficient	1.000	.968**
	Sig. (2-tailed)		.000
	N	171	171
IA	Correlation Coefficient	.000	1.000
	Sig. (2-tailed)	.968**	
	N	171	171

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

Source: SPSS Output Data, 2024

The result on table 4.4. above shows the r value of 0.968 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to experience and innovation/adaptability. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₃) which states that there is no significant relationship between experience and innovation/adaptability in Rivers State Government Ministries was rejected and the alternate hypothesis was accepted. This shows that there is a significant relationship between experience and innovation/adaptability in Rivers State Government Ministries.

Discussion of findings

Skills/Qualification and Operational Efficiency in Rivers State Government Ministries

The result on table 4.2, hypothesis 1 above shows that there is a relationship between skills/qualification and operational efficiency in Rivers State Government Ministries. The findings from the correlation analysis reveal a statistically moderate significant relationship between online job posting/advertisement and quality hires. The correlation coefficient of (r = . 492) and this correlation is significant at 0.05 level suggests a moderate significant positive association, indicating that Skills/Qualification of employees determines the Operational Efficiency of Rivers State Government Ministries. This result is similar with the findings of Skills and qualification Gallie, et al (2002) opined that it is important to involve in comprehensive assessment of educational qualifications, technical skills, experience, job performance, and market conditions. While Neil (2019) states that operational efficiency is seen as the few methods and techniques used to achieve the essential goal of conveying quality products and services to clients within the most cost-effective and opportune way. Therefore, this study found that there is significant relationship between skills/qualification and operational efficiency.

Job Complexity/Responsibility and Financial Performance in Rivers State Government Ministries

The result on table 4.3, hypothesis 2 above shows that there is a relationship between job complexity/responsibility and financial performance in Rivers State Government Ministries. The findings from the correlation analysis reveal a statistically a significant positive relationship between job complexity/responsibility and financial performance.. The correlation coefficient of (r = . 945) and this correlation is significant at 0.05 level suggests a significant positive relationship association, indicating that job complexity/responsibility has a positive relationship with financial performance. In Rivers State Government Ministries. This result is similar with the findings of Engko and Gudono (2007) assert that the complexity of the task is a complex task that made up of many parts, different and intertwined with each other. While Sabbagh et al., (2019) indicates that it is useful for the organization's ability to generate income, manage expenses, and

create value for shareholders. Therefore, this study found that there is significant relationship between job complexity/responsibility and financial performance.

Experiences and Innovation/Adaptability in Rivers State Government Ministries

The result on table 4. 4, hypothesis 3 above shows that there is a relationship between experiences and innovation/adaptability in Rivers State Government Ministries. The findings from the correlation analysis reveal a statistically a significant positive relationship between experiences and innovation/adaptability. The correlation coefficient of ($r = .968$) and this correlation is significant at 0.05 level suggests a significant positive relationship association, indicating that experiences has a positive relationship with innovation/adaptability in Rivers State Government Ministries. This result is similar with the findings of Mahadevan and Schmitz, (2020) which suggest that their expertise, problem-solving abilities, and commitment to mentoring and development help create a stable, reliable, and high-performing organization. While Sabbagh et al., (2019) indicates that it is useful for the organization's ability to generate income, manage expenses, and create value for shareholders. Therefore, this study found that there is significant relationship between experiences and innovation/adaptability.

Conclusion

Based on the findings of the study, it was concluded that the Employees' Pay Determination has a strong and positive relationship with Organizational Success in Rivers State Government Ministries. Furthermore, dimensions of independent variable such as skills/qualification, job complexity/responsibility and experiences has express positive relationship with the measures of dependent variable such as operational efficiency, financial performance and innovation/adaptability that enhances organizational success of Rivers State Government Ministries.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. Rivers State Government Ministries should equip employees with skills and qualifications that enable the ministries to evaluate educational background, technical expertise, experience, and other relevant competencies that determine employees operational efficiency as well their pay monthly or annually.
2. Rivers State Government Ministries should have measures of determining job complexity and responsibility structure of their ministries also clarity of tasks assigned that often seen as complex and difficult that showcase the level of financial performance in the same vein determines the take home pay monthly or annually.
3. Rivers State Government Ministries should create criteria base for experiences in considering years in service, mastering in the area of specialization, ensuring expertise, problem-solving abilities, and commitment in mentoring and development help in creating a stable, reliable, and high-performing organization which results to innovation and adaptability of the ministries as well determine take home pay monthly or annually.

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