

JOB PERFORMANCE OF EMPLOYEES AT DEPARTMENT OF SOCIAL SERVICE, EASTERN PROVINCE

S.Priyadharsan and M.Pavithera

Department of Business and Management Studies,
Trincomalee Campus,
Eastern University, Sri Lanka
ssubathini@yahoo.com.au

ABSTRACT

In the rapidly changing and competitive environment to fulfill the expectations of the customers, organizations are always depending on the employee performance basically. Employees are the important asset to an organization and it is crucial that managers are able to motivate and mentor staff effectively in order to both maximize staff output and maintain staff satisfaction. The objective of the research is to identify the job performance factors of the employees of Social Service Department, to measure the level of job performance of employees in Social Service Department and to suggest the ways that helps to improve the perception and performance of the Officers for the departmental goal achievement. The conceptual variables are nature of work, motivation, job knowledge and commitment. The research data were collected from 106 staff in Eastern Province of all Social service officers, Development officer and Management assistant worked in the Department of Social Services. Data are analyzed by univariate and bivariate technique, use the SPSS package for the purpose of analysis. The results show that all the variables are moderately support to the system. There is a positive relationship with job performance. Major findings are some field officers are reluctant to attend the field work because of there is no facility for transport, accommodation and wild animals problems. Work load, time to time change the data collection format and poor facility of working station. Suggestions are enhance the working facilities of the Social Service officers by providing sufficient office space, furniture, computer accessories and good working environment. Take disciplinary action against the officers who fail to attend their duties on time. Provide the non-cash benefit packages to officers for the improvement of the job performance positively. Eg: Provide quarter facilities, vehicle arrangements for field visit.

Keywords: Commitment, Job Performance, Involvement

INTRODUCTION

Department of social services is the one of the service providing Government organization in the Eastern Province. In the organization Social Service officers' (SSO) contribution toward performance of the department have to be very high. But following causes exhibit that the performance level of the officers are not high as expected by the department. Last 04 years (2011, 2012, 2013, 2014) Auditor General's Department has been received fifteen numbers of complaints from general public that, Social Service officers' (SSO) are not always available at the service station and also not engage in the field visits related villages. Even though increasing trend in the need for the casual relief and livelihood assistance in the Eastern Province, past four years (2011, 2012, 2013,2014) Social Service Department has not received adequate number of applications from Social Service officers'(SSO) for the casual relief and self-employment assistance.

METHODOLOGY

Based on the problem statement the following conceptual framework has been formulated.

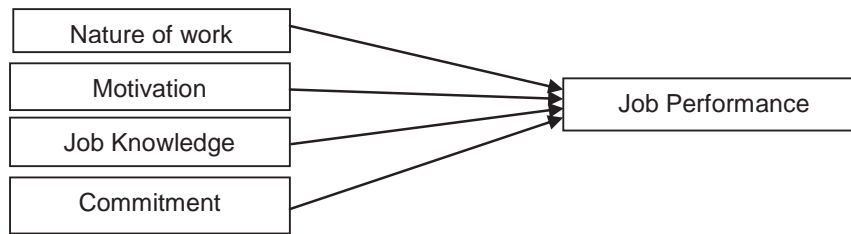


Figure1: Conceptual Framework
Source: Develop for research purpose

Sampling Procedure

In the department of social service whole employees are selected as sample. Such as SSO (Social service officer), DO (Development Officer), MA (Management Assistant)

Table 1: Sampling Procedure

Districts	Trincomalee	Batticaloa	Ampara	Total
SSO	13	18	26	57
DO	09	14	18	41
MA	04	02	02	08
Total				106

Sources: Administration Report – Year 2014

Method of Data Evaluation

Data's are analyzed by univariate and bivariate analysis.

Thus the decision rule can be formulated as follows:

Range	Decision Attributes
If $1.0 \leq X_i < 2.5$	Variable denote the low level of job performance
If $2.5 \leq X_i \leq 3.5$	Variable denote the moderate level of job performance
If $3.5 \leq X_i \leq 5.0$	Variable denote the higher level of job performance

RESULTUS AND DISCUSSION

Table 2: Descriptive Analysis

Variables	Mean	Standard deviation
Nature of work	2.60	1.255
Motivation	3.43	1.254
Job knowledge	2.79	1.044
Commitment	2.99	1.188
Job performance	2.86	0.972

Source: Survey data

According to the nature of work some rural areas are in very far from their accommodation. Example in Trincomalee district: Verugal, Thampalagamam, Seruvila, Pathavisripura, Gomarankadawela, Morawewa are more than 15km. In Batticaloa district: Porativupattu, Vellavelly, Arayampathy, Manmunaipattu, Kaluwanchikudi areas are more than 20km. In Ampara district: Padiyathalawa, Damana, Uhana, Lahugala, Mahaoya areas are more than 15km. When they are travelling to their duty station the roads are damaged by the flood and poor

maintenance of road works. Some field visit areas have wild animals like Elephant, Buffalo so the officers not have guarantee for their life. (Verugal, Kanthale, Vavunathevu, Vellavelly, Padiyathalawa). The SSO and DO failed to collect the application from beneficiaries in rural areas, SSO's are not always available at the service station and also not engage in the field visits, failed to provide the training to disable people to involve in the self-employment. Eg: Kokadichcholai . In batticaloa district have lot of disabilities child. But SSO and DO not involve them in to self - employment. One of the main objective of the department is to assist persons with disabilities by the new way of rehabilitating them by providing suitable vocational training to enable them to create their own livelihoods at the place where more convenient to them. The department has constructed a Vocational Training Centre at Uppuveli, Trincomalee and now it is in operation. In yearend (November, December) they have work load that time also they share the works. In year ends they have to close the accounts. Mostly in November, December rainy season in Eastern province that time flood happened in trincomalee, batticaloa, ampara district. In this situation social service officers received lot of casual relief applications from beneficiaries, so SSO, DO, MA complete the works in short period that time officers share their work with co-workers for collect the data of beneficiaries, select the beneficiaries, update the beneficiaries details, preparing vouchers, check the vouchers, make the arrangements for payments.

Based on the finding of motivation, 18.9% of the selected officers strongly disagree and 25.5% neutral with the indicator of motivation. Basic needs mean the officer satisfied in the environmental conditions, economic, social and political factors to do their work properly. But they said that, the officer basic need at office is table and chair. Anyhow some rural areas DS divisions have enough furniture's for officers but don't have enough space to put the furniture at divisional secretariat. Eg: Seruvila. Respondents stated that the some officers face accommodation problem because Department don't have quarters facilities. So out district officers stay in the rooms, they spent lot of money for the accommodation. They spent Rs.5,000 to 7,000 only for room rent, some of them spent Rs. 10,000 to 12,000 for room and food. Social service department not provide the vehicle for the field and official works so officers used their own vehicle for the works. Officers get transfer to other organization because some time the officers feel field work/ office work is very difficult because social service department is service providing department. It has work load than other departments, in government rule the officers should work within the department continuously in 05 years. Sometimes officers get fed-up on their service in 02 to 03 years and some field officers (SSO, DO) cover-up two duty station that time they get stress on their work. The field officer (SSO, DO) must go to field visit in 8days per month. They used own vehicles for the field works. Per day they need Rs. 500 for fuel expenses. But the department provides only Rs.2000 per month for fuel allowance. This travelling claim enough for 04 days ($500 \times 4 = 2000$). Other days they spent their own money for field visit. So, they face cost of living problem in their real life. The department not considers the geographical area at the time of the travelling claim provide. Eg: Kathankudy is 8km and Pothuvil is 150km from the Batticaloa district but the claim are same for the each area field visit. Here no consider kilo meters of field visit area.

In order to the job knowledge, some respondents said that, the head of the department always change the beneficiaries data format due to amendment of the Circulars, Other departments also time to time change the format, there is no proper structure for data collection, too much of documentation work.(Manual), mostly SSO depend on Grama Niladari's data, therefore they wait to get accurate data from GS, it cause to delay of SSO's performance. Beneficiaries are don't corporate with the officers in the field visit because, beneficiaries don't have the adequate knowledge, some field area beneficiaries are uneducated and they can't fill the application form themselves. So, they need a help from officers. Officers spent more time with one person to get details,

due to this reason officer's complete lack of application per day. Eg: Kinniya, Muthur, Kattankudy, Uhana. When the officers are in field visit that time disable beneficiaries go to hospital for their medical purpose. So officers are unable to conduct them. It mostly happened in rural area. Eg: Seruvila, Kattankudy, Lahugala, Mahaoya. In order to the commitment Livelihood performance only success of 30% because the organization provide Rs.30,000 for the livelihood activities per year Eg: business, tailoring, gardening, shop, livestock, others. So the beneficiaries do those livelihood activities only for 03 to 04 months not continue whole year. Some officers passed some examination, that time they drop this job and take another job with another institute. some offices have small kits so they face many problems to go to field. In rural area visit they face transport problem, food, accommodation problem and phone coverage problem. Some cases officers will stay at the field visit area for some purpose like collecting information, training programme that time they not received healthy food, proper accommodation, difficult to conduct with family members due to coverage problem. Eg: Seruvila. Lahugala.

Table 3: Correlation analysis

Variable	Performance
Nature of work	.330**
Motivation	.355**
Job knowledge	.492**
Commitment	.377**
Job performance	1

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

All the variables are positively correlated with job performance.

CONCLUSION AND RECOMMENDATION

All the research variables are moderately support to the system. They are facing the problems some field officers are reluctant to attend the field work due to the problem of transport, accommodation and wild animals. In addition work load, time to time change the data collection format and poor facility of working station.

Providing the suggestions are enhance the working facilities of the Social Service officers by providing sufficient office space, furniture, computer accessories and good working environment. Take disciplinary action against the officers who fail to attend their duties in time. Eg: Establishment Code, Chapter 5. Take action to inform government rules and regulation, circulars and other departmental new activities to all officers regularly. Eg: Gazette No.1467/15-2006/Oct/17 (about disable peoples).

Set the suitable and efficient non-cash benefit packages to officers for the improvement of the job performance positively. Eg: provide quarter's facilities, vehicle arrangements for field visit, provide land under housing scheme for officers to build the house. (In Trincomalee Kuchcheveli DS division provide land for their Divisional Secretary office staff and National Housing Development Authority provide loan for officers to build the house).

REFERENCES

- Bragg, T. (2002) Business Journal Industrial Management: Improve Employee Performance. (Online) August 2010. Available from: http://www.entrepreneur.com/trade_journals/article/111857448.html (Accessed: 1st August 2010)
- Dessler, G. (2001) Human Resource Management .Prentice-Hall of India Pvt Ltd, New Delhi.
- Gellerman, S.W. (1968) Management by Motivation. New York: American Management Association.
- Shashi, K. & Rosy Joshi (2004) Human Resource Management. India: Kalyani Publishers.