

JournalPreview

LONDON JOURNAL RESEARCH IN MANAGEMENT AND BUSINESS

This document is a pre-published view of London Journal of Research in Management and Business Volume 22, Issue 4 and Compilation 1.0. For any minor changes and updations kindly follow your paper's live editing URL given in sent email or get in touch with our support team at support@journalspress.com or visit our website to use live chat support. This is a beta document thus order, content or existence of papers may alter in the published eJournal. You are requested to kindly acknowledge and approve your research paper in this JournalPreview within three days.

Journal Content

In this Issue



London
Journals Press

- i. Journal introduction and copyrights
- ii. Featured blogs and online content
- iii. Journal content
- iv. Editorial Board Members

-
- 1. The Platform for Connectedness Leadership Framework Validation. **1-10**
 - 2. Employee Competence and Work Engagement of Deposit Money Banks in Rivers State. **11-19**
 - 3. A Critical Analysis of Public Private Partnership (PPP) Projects During the Uncertain Times of COVID 19 Pandemic. **21-46**
 - 4. Human Resource Management: Incertitude in a Corporate Environment. **47-49**

-
- v. London Journals Press Memberships



Scan to know paper details and
author's profile

The Platform for Connectedness Leadership Framework Validation

Prof Steyn Heckroodt (Credentials) & Dr. Waddah Ghanem Al Hashmi

ABSTRACT

This paper explores the leadership skills required to progress through the five identified stages of leadership growth, specific to the PCLF. The five stages of development and progression has its genesis in leading self, and then progress to team, organizational, societal and world leadership.

The article argues that the aligned leadership skills, specifically appropriate to each stage of development and progress, are the most probable to bring about success, leading to development from one stage to the other. As a requirement to master each developmental stage of leadership, the article positions Thought, Learning, Acting/doing and Inspiring others, as the four pillar behaviours and disciplines required by individuals to truly master the PCLF.

Keywords: NA

Classification: DDC Code: 158.1 LCC Code: BF637.S4

Language: English



London
Journals Press

LJP Copyright ID: 146431
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 22 | Issue 4 | Compilation 1.0



© 2022. Prof Steyn Heckroodt (Credentials) & Dr. Waddah Ghanem Al Hashmi This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0/>, permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

The Platform for Connectedness Leadership Framework Validation

Prof Steyn Heckroodt (Credentials)^o & Dr. Waddah Ghanem Al Hashmi^o

ABSTRACT

This paper explores the leadership skills required to progress through the five identified stages of leadership growth, specific to the PCLF. The five stages of development and progression has its genesis in leading self, and then progress to team, organizational, societal and world leadership.

The article argues that the aligned leadership skills, specifically appropriate to each stage of development and progress, are the most probable to bring about success, leading to development from one stage to the other. As a requirement to master each developmental stage of leadership, the article positions Thought, Learning, Acting/doing and Inspiring others, as the four pillar behaviours and disciplines required by individuals to truly master the PCLF.

Author's o: Edits and Epilogue Dr Waddah Ghanem Al Hashmi BEng (Hons), MSc, MBA, DBA.

I. PURPOSE

The article suggests that we, as the human species, have become disconnected from one another and from nature, contributing to our seemingly inability to overcome challenges ranging from individual levels, to global scale phenomena. An example would be challenges concerning environmental sustainability, the continuance of separatist and nationalist superiority by belief and culture, and our inability and unwillingness to learn from one another. Disconnectedness leads to not caring about the larger society, not wanting to share global wealth and resources and on an organisational level, inappropriately managing and leading ourselves and others.

The purpose of the article is to suggest a validated framework which can, if applied correctly and adequately, assist us to overcome some of the highest-level challenges in leadership of the 21st Century, and fundamentally in an age of rapid change.

The framework aims to connect systems of a much higher complex nature. These are systems in which our ability to connect are impaired by our inability to learn from one another, be that by choice (cognitive decision-making), or by default (unconsciously incompetent). The systems' higher order complexity refers to the ingrained systemic cultural differences amongst them and their ideologies advocating their own belief of superiority over other systems. As such, this value of being culturally different has become institutionalised in our belief systems. The framework tries to find ways of overcoming the outcome of such institutionalisation in cases where this leads to separatism, otherwise referred to as disconnectedness.

II. DESIGN, METHODOLOGY AND APPROACH

The article allows for the inclusion of the differences in the ethnographic approach, which carries more of an anthropological foundation and is more internal by dimension, and that of an outside observant dimension, which carries more of a sociologist foundation. This leads to the article having an auto-ethnographic approach by design as it contains both elements of self-reflection and ontological observation, captured and defined by the author. The methodology takes the form of qualitative research in which the author uses self-reflection from which subjective and personal experiences

are explored. The aim is to connect these autobiographical components of the narrative to a wider and cross-cultural understanding.

The author takes cognisance of the possible disagreement of non-social constructionist epistemologists on this methodology of validation, and therefore include a purist secondary validation of the constructs piecing the framework together.

III. A STORY OF YOU, ME, AND EVERYONE ELSE

“Not until I had my own personal *volta* did I realise how arrogance has crept into my being, my presence in the room, and robbed me from the world’s gift of diversity and learning.”

Steyn Heckroodt - 2009

It was supposed to be a contract like any other. Instead it became the start of a journey that literally changed the author’s life and taught him the value of being a learner – not a teacher – a learner!

Asked to lead a start-up in Khartoum, the capital of North Sudan in 2009, the author embarked on implementing the near-exact same methodology that made him so successful in other parts of the world – telling people how it’s done – whatever “it” was. Blinded by his success and unbeknown to himself, he had become arrogant, thinking he has all the answers and knows it all, in fact, knows most in the room.

And then it happened – he failed – Miserably – badly – to the point of being ashamed

None of his previous successes followed him this time around. He found himself blaming the semi-militant Sudanese government for the failure, the culture (Arab world – this was his first introduction to it), the language, the international sanctions imposed on the country. He blamed all and everyone, except himself.

In the months that followed the Board wanted to make official what he knew for a long time before

– they were going to let him go. However, three days before the scheduled meeting, he fell ill and ended up sharing a waiting room of a general practitioner with a local Sudanese patient. And there, that afternoon, his life changed and without knowing it at the time, the *Platform for Connected Leadership Framework* was born. In a mesmerising afternoon of storytelling and casual conversation, this patient; a young man, told him of a region in Sudan where there are trees that age to a thousand years. At this age the trees break in half, with the top part breaking loose from the bottom part. At about eight feet high, the bottom remains intact and is hollow on the inside. In the rainy season, this forms a natural water storing pond, keeping water fresh for prolonged periods of time. “At this age the circumference of the tree is like that of ten grown men holding hands with outstretched arms”, he continued telling and explaining.

And then the young man parted with words that broke the author into acknowledging his arrogance. Words that made him realise that he was wrong, a fool who have become self-indulged and one who has lost connection with himself, those in the room, the society around him and the world at large. “Often, Westerners get lost in the desert and their skeletons are found against these hollow water-carrying tree trunks. Upon looking closer, the spore in the sand indicated how the person was moving around the trunk, trying to keep out of the sun; not knowing there is water on the inside...”, he said.

This is the author’s story and the insights that followed that fateful day, delivering this leadership framework – almost 10 years later.

IV. WHY THIS FRAMEWORK AND WHY NOW?

Of the two questions given above, the second is the easier to answer. This framework is needed now because too many things that are wrong in this world have a human fingerprint on it. If you disagree with this statement as an answer, then maybe this article is not for you.

The answer as to the ‘why’ requires a bit more detail and convincing and follows below.

The framework has its genesis in the need to find a way in which multi-cultural dimensions and epistemological views can be fused in order to create a more holistic leadership and organizing framework (Ulrich, et al., 2008) for the leader in today's globalized world of work. This need was exacerbated through the interactions of the author with people from vastly different cultures and industries in working with them during Leadership Development Programs. The need was further enhanced by the gap left when applying a participative facilitation methodology of teaching whereby the goal was to reach higher levels of knowledge and understanding of leadership. The gap refers to the unspoken objection and limitation for equal participation whenever a preconceived framework with a particular ontological premise was used to provide structure to such a program. As most leadership organizing frameworks, used by the leading business schools globally, stems from a particular ontological premise, the author uncovered and experienced the lack of and need for a more inclusive framework. Hence the construction of the Platform for Connected Leadership Framework, for which this article provides the construct composition, validation and story of its evolution.

The framework fuses the main components required to lead self, team, organization, society, and the world at large, successfully, within the context of evolving industrial revolutions and globalized cultural workforce- and customer diversity. Breaking from the known linear evolution of Leadership Theory (Nohria & Khurana, 2010) over time, the framework encapsulates the morphing of human thought paradigms through time and space, incorporates our leadership intelligence competencies (Palaima, 2010) and highlights the required behavioral dimensions to progress from self-leadership to changing/impacting the world.

Through the framework, this article argues that leaders need to connect with themselves, their people and the larger environment with the aim of changing a way of being (Ulrich, et al., 2008). In connecting on multi-dimensional levels, leaders get to understand themselves, others and the environment better, enabling them to lead better

(Garbarro & Kaftan, 2011). As the incremental changes of the evolving industrial revolutions become steeper, resulting in more intense and faster external disruptive forces constantly, leaders need to think differently about the leadership frameworks and thought paradigms that they have become accustomed to (Kanter, 2005).

Upon first reflecting on his awakening, the author found that his thoughts which outlined the leadership framework, were indeed aligned with that of what others before him have themed in some shape or form. He discovered that the sequence of behaviours necessary to bring the suggested Platform for Connected Leadership Framework, at the time, to life, was to think differently, learn continuously, act and inspire greatness in those he connected with.

Hence, the first of the leadership clusters identified in the framework is to think differently (Kanter, 2005). Equally as important is the need to continuously learn from one's own experiences and those of others in order to bring about better performance than before (Andersen, 2016). Issues related to the historical impact of leadership practices on individuals and the world at large need to be analyzed as to prepare for a better tomorrow. The emphasis on experiential and reflective learning, as a mode of learning, is critical. The value thereof is only optimised when done as a continual process.

Following on thinking differently and continuous learning, leaders need to set the example and act through behavior, leading from the front (Garton, 2017). Then, in the final instance, leadership can only progress and evolve if the baton of leadership skills and abilities are passed onto the next generation leaders (Nohria & Khurana, 2010). Hence the last cluster identified in the framework is to inspire others to discover their own inner greatness. This act of inspiring might be through the actions of leaders, not necessarily being conscious of it. It is argued that, specifically organisational leaders should be actively aware of the possibility that they might inspire others from different angles and dimensions. Leaders should

strive to influence those in the organization to change and become better, holistically. By being tasked with inspiring others, leaders become more self-aware and focus on being a “good role model”. As leaders are shaped to self-improve, they become more aware of the fact that they also have an outward responsibility to help others improve. This can assist in leaders being less potentially hypocritical in our views and actions.

V. THE FRAMEWORK, THE FIRED CEO, AND THE SECOND CHANCE

When working in so many different parts of the world (over 42 countries in the case of the author), one can easily become disconnected from the people and environment you work within. It becomes part of the ontological reality that you stand ‘outside’ of, almost as an observer and in some cases, even just a visitor, passing by. The

author ended up talking about the places he visited and worked in, about the people he came across, about the societies, countries and governments he encountered. He would discuss it, and them, almost as parts and subjects of a study, but not someone or something that he connected with, or even considered wanting to connect with. He would talk about it/them, but not to, or with. He did not dare to connect.

It should be appreciated that it is not just the author who stumbled upon the power, need and role of connectedness. Other authors such as Sartain (2019), also refers to the positive correlation connectedness has with leadership performance. But to the author it is much more. It what the *axis medio* is to earth – the absolute center axis of the framework, surrounded by those leadership traits necessary to connect to better deal with the challenges of evolving systems and a culturally globalized world of work.



Figure 1: The Platform for Connectedness Leadership Framework®™ (Reference: M. van Zyl)

These leadership traits include:

- Think differently to change
- Learn to excel
- Acting to achieve
- Inspire for greatness

These traits are linked systemically and is required for leaders to truly connect. The author

had to start thinking differently about the environment that he found himself in at the time. Not to judge, but to stand outside to make sense of things and rationalise, to learn from others, their habits and cultures, their beliefs, hopes, dreams and fears. This was only possible through connecting with people. To go their homes and sit on the floor around a shared large plate of food,

eating by hand and offering one another the prime pieces of the slaughtered goat in front of them, cooked to perfection. The author started to act and do things that would place him in a zone of discomfort, a zone where leaders learn best to trust and rely on others for advice and wisdom. To open-up, to be humbled and ask for help, to create a psychologically safe space (Gratton & Erickson, 2007).

After acknowledging his mistake and the role he played in the failure of the start-up in Sudan, the author asked the Board for one more chance. He explained to them that he now knows where the problem lies. He believed he was best positioned to fix it, ironic as it seemed. By the grace of one Board member who convinced the others, he found himself back in the driving seat a couple of days later.

He went back to the classroom in the days that followed and started focusing not on the content of knowledge he brought, but on the greatness that lies within each individual in the room. He became one of them, a learner, not a teacher. He connected and what followed was much more than success and performance of a company. What followed was a changed man. What followed, was a modern time “Dances with Wolves”.

The rest of the *Platform for Connectedness Leadership Framework* came into being through the steps the author took to bring about the required change in the organization he was leading at the time. It started with his own reflection, then leading his team and eventually the larger organization. He became engaged in the larger society he found himself in. He came to realise that there is a role that he could play in impacting/changing the world, or at least part of it. No matter how big. No matter how small. He came to realise how many of us are kept from connecting with others through the confines of our own culture and upbringing, limited media exposure and make-believe worlds of those in power.

This leads to the damaging loss, maybe unintended by some, of not delivering holistic conceptualised frameworks to represent the psychological, physiological and biological dimensions of us as people. In practice, it prevented the author from learning from others, believing that he was there to teach his ‘way of seeing the world’, and as such always leaving behind a lesson, unfinished...

Like a Rodin, he chipped away further to get to the sculpture within and aligned the DNA necessary to progress from leading self to leading world and positioned them on both sides of the framework.

- For leading self, reflection is required (Ibarra, 2015)
- For leading teams, relationship building is required (Garbarro & Kaftan, 2011)
- For leading organizations, disruption is required (Shih, et al., 2009)
- For leading society, caring is required (Bouldin, 2019)
- For leading world, sharing is required (Martin & Kemper, 2012)

The validation of the framework constructs follows later in the article.

VI. FROM SUDAN TO THE FORTH INDUSTRIAL REVOLUTION

As the years evolved since the author’s time in Sudan, and the role of evolving systemic complexity increased in playing their part in disrupting our worlds, the idea of connecting systems has been added to the framework. As can be seen from Figure 1, this is positioned at the bottom of the framework. Mentioned towards the end of the framework explanation, the concept of connecting systems is of pivotal importance. It contributes to the construct design of the framework as it aims to provide structure to a more cohesive leadership framework for the 21st century. Industrial Revolution and business landscape changes confront our ability to integrate digital, physical and biological systems. In this sense, the framework is of use for those leaders whom require specific advice, more so in the strategy space (Palaima, 2010). Leaders need

to integrate and manage these in such a way as to get in front, lead, and not always feel like they are playing catch-up in the world of competitiveness (Haas & Mortensen, 2016).

The framework aims to connect systems of a much higher complex nature. These are systems in which our ability to connect are impaired by our inability to learn from one another, be that by choice (cognitive decision-making), or by default (unconsciously incompetent). The systems' higher order complexity refers to the ingrained systemic cultural differences amongst them and their ideologies advocating their own belief of superiority over other systems. As such, this value of being culturally different has become institutionalised in our belief systems. The framework tries to find ways of overcoming the outcome of such institutionalisation in cases where this leads to separatism, otherwise referred to as disconnectedness.

Therefore, to validate and ground this framework on the author's own story alone would be defying everything he hoped to have learnt and become. As to avoid such contradiction in argument, the author draws on the wisdom, research, knowledge and expertise of others in this discipline. In this sense, the framework is validated through secondary research and the autoethnographic methodology displayed through the sharing of the author's story. The secondary research validation follows a method of deductive reasoning. The logic of the clusters in the leadership framework and the constructs linked to it are formulated by applying the known facts stipulated in the identified secondary resources to the argument.

VII. SECONDARY RESEARCH VALIDATING OF THE FRAMEWORK CONSTRUCTS

The secondary research validation follows below with a summative description of each construct co-contributing to the essential leadership traits of the *Platform for Connectedness Leadership Framework*.

The framework validation is presented in four main parts.

First; the leadership traits, depicted in the center

of the framework, argued to be those traits required to bring the framework to life. Second; the leadership stages of progression, depicted to the left-hand side of the framework, argued as those required to holistically developing leaders. Third; those leadership skills that is considered most essential to successfully progress through each of the leadership stages of progression. These are depicted on the right-hand side of the framework and is aligned per leadership developmental stage. Forth, the principle of integrating biological, technological and physiological systems as part of the evolving industrial status of the globe and world economy is added as a dimension and context of application. This is mentioned as 'connecting systems' at the bottom of the framework.

7.1 First: The Leadership Traits

Think differently about things in order to initiate change. The starting point of our behavior lies in how we view things and respond accordingly (Thomke, et al., 2018). How we view things is based on what we have been taught to see and the underlying assumptions that informs such a view (Klapper, 2013).

Learning for the sake of excelling. Life-long learning is something that's achieved through a growth mindset displaying the character of self-awareness, curiosity, vulnerability and aspiration (Andersen, 2016).

Acting for the sake of achieving things (Sucher, 2010). Great leaders are the ones who do not just think and strategize, but also the doers – those who think and take action. In the literature, there are references to this as authentic leadership whereby leaders aim to espouse values through consistency of behaviors.

Inspire to help others achieve their inner greatness (Garton, 2017).

7.2 Second and Third: The leadership Stages of Progression and Aligned Leadership Skills

- For leading self, reflection is required (Ibarra, 2015)
- For leading teams, relationship building is required (Garbarro & Kaftan, 2011)

- For leading organizations, disruption is required (Shih, et al., 2009)
- For leading society, caring is required (Bouldin, 2019)
- For leading world, sharing is required (Martin & Kemper, 2012)

The secondary research validation continues a summative description of each construct and the above-mentioned alignment.

- *Leading Self and Reflection*

The ability to reflect is the starting point of leadership development with the focus being the ability to lead self (Goleman, 2000). The framework has five levels of progression from self, to team, to organization, to society and ultimately to world. The context of the framework is primarily within that of a working environment whereby the individual leader is part of a team, an organization that functions within a societal context and one which is by default part of the world. The starting point of connectedness is to connect with the self (Ibarra, 2015). Only from this point of connectedness is it possible to connect with the environments within which the individual is emerged .

- *Leading Teams and Relationship Building*

A connectedness with self helps to foster an emotional intelligence (EQ) required for leading teams (Druskat & Wolff, 2001). Individual effectiveness depends as much on emotional intelligence as on the strength of IQ. Within a team context, structure and direction is helpful to achieve great teamwork, but in terms of connectedness, a shared mindset and supportive context is pivotal (Haas & Mortensen, 2016). In the connected leadership framework, the characteristic and leadership ability that is required for leading teams is the ability to build relationships.

- *Leading Organizations and Disruption*

Leading organisations in the quest to do things in a differentiated way is becoming more important daily (Reeves, 2015). This trend for increased differentiation requires organisations to go through more changes more frequently than before, resulting in the need to embrace a flexible

and adaptive strategic mindset. Focus currently weighs heavy on digitization, but in essence, this is just another chance mindset with regards to strategic thinking.

- *Leading Society and Caring and Leading World and Sharing*

The *Platform for Connectedness Leadership Framework* expands on the typical organizational leadership progression of leading self, team and organization, by extending it to leading society and leading world. When people feel a sense of community, they are more comfortable reaching out to others and more likely to share knowledge (Gratton & Erickson, 2007). The assumption is that for one to lead in society, one needs to care about those around you. The scale and scope of this care can vary, but the principle driver remains the same.

The final stage of leadership progression is that of leading world. In this stage, 'world' is meant as your world – the individual's world of influence. This is not 'world' in the sense of global rule through super powers, but the world the individual finds him or herself in, but with a specific dimension of world and the green environment. The argument articulated through the article is that, as humans, we have grown disconnected from nature as we have migrated to industrialised concrete-style living. Such is the nature of this disconnectedness that we do not regard the human species as one, but keep it segregated through nationalist actions of protectionism and separatism. This impacts on our willingness to share the globe in all its glory, leading to extreme imbalances of wealth, education, healthcare and several other global sustainability issues.

In the final instance, the *Platform for Connectedness Leadership Framework* is constructed on the argument of connectedness, founded in the self-reflective experience of the author and substantiated through the literature in terms of the constructs selected. The theory that drives the framework is that leaders need to connect through self-reflection, relationships, disruption, caring and sharing in order to progress through the stages of leadership

development. For this, a fundamental change and/or cognitive decision needs to embed the notions of thinking differently, learning, acting and inspiring as part of the DNA and character of those who truly wants to lead.

VIII. CONCLUSION

Most leadership frameworks provide leaders with an organizing framework within which they can contextualize and understand the components of current leadership requirements. What makes the Connected Leadership Framework different is primarily two things.

Connectedness allows for the framework to be very generic and therefore possible to be relevant in almost all current realities we can think of. If you do not connect with staff, you will struggle to lead them; if you do not connect with technology, you will struggle more and more as industries evolve and morph; if you do not connect with the environment, you will remain stuck in second industrial revolution thinking and maintain causing damage to the globe; and so on. Literally everything can be related back to connectedness.

Related to its flexibility described above, the framework does not only provide an organizing framework for understanding the current reality, but also a framework to plan for the future. This is done by assisting leaders to understand the lucid nature of leadership requirements and help bringing about a mindset of adaptiveness and absorption (Edmondson, 2008). Leaders can absorb current challenges of evolving Industrial Revolutions and be open (agile) regarding future requirements.

Epilogue - Reflections from the Editor

The author provides in this article a very purposeful discussion on connected thinking and leadership work. Founded on his personal experiential knowledge and through his autoethnographic account, analysis and discourse we find the development of a truly interesting approach to leadership thinking.

The Connected “Leadership Traits” are very powerful and significant especially in the work on

agility leadership today and tomorrow which needs a framework of thinking which revolves around the leaders as continual learners, as engagers and he emphasizes on the very importance for leaders to be able to connect with all the living and non-living parts of the ecosystem they exist in and influence.

The Connected Leadership Framework© provides us with a structure of leadership at every level from self, right through to social levels and as such in effect a multi-level and compounded with the leadership traits also a multi-dimensional approach which is critical in a world which is very dynamic and fast changing. The drive towards the leaders becoming more self-reflective in their personal development is very important.

As such, he provides an excellent explanation to the approaches required for leading self, teams, organizations, society and the world. Many leaders whom I have personally known were proficient and effective in leading in only particular levels and perhaps the augmentation of the research around the multi-level leadership can provide a better holistic approach to leadership development and in (the near) future. The work has exciting promise.

The paper attempts to provide secondary and primary validation to the components that collectively construct the Platform for Connected Leadership Framework (PCLF). Platform for Connected Leadership is a registered company operating in the United Arab Emirates (UAE), providing leadership development to individuals across various dimensions.

REFERENCES

1. Almondo, M., 2006. Sparking Creativity at Ferrari. *Harvard Business Review*, Issue April.
2. Andersen, E., 2016. Learning to Learn: Mental Tools to Help You Master New Skills. *Harvard Business Review*, Issue March.
3. Baldoni, J., 2009. Developing Your Leadership Presence. *Harvard Business Review*, Issue October.
4. Bersin, J., 2016. Digital Leadership Is Not an Optional Part of Being a CEO. *Harvard Business Review*, Issue December.

5. Bouldin, B., 2019. For Leaders, Decency Is Just as Important as Intelligence. *Harvard Business Review*, Issue July.
6. Carucci, R., 2016. Make Strategic Thinking Part of Your Job. *Harvard Business Review*, Issue October.
7. Druskat, V. U. & Wolff, S. B., 2001. Building the Emotional Intelligence of Groups. *Harvard Business Review*, Issue March.
8. Edmondson, A. C., 2008. The Competitive Imperative of Learning. *Harvard Business Review*, Issue July.
9. Edmondson, A. C., 2011. Strategies For Learning From Failure. *Harvard Business Review*, Issue April.
10. Garbarro, J. J. & Kaftan, C., 2011. *Jamie Turner at MLI, Inc.*. Boston: Harvard Business School.
11. Garton, E., 2017. How to Be an Inspiring Leader. *Harvard Business Review*, Issue April.
12. Goleman, D., 2000. Leadership That Gets Results. *Harvard Business Review*, Issue March .
13. Gratton, L. & Erickson, T. J., 2007. Eight Ways to Build Collaborative Teams. *Harvard Business Review*, Issue November.
14. Haas, M. & Mortensen, M., 2016. *The Secrets of Great Teamwork*. Boston: Harvard Business School Publishing .
15. Ibarra, H., 2015. The Authenticity Paradox. *Havrad Business Review*, Issue January .
16. Johnson, E., 2016. How Leaders Can Focus on the Big Picture. *Harvard Business Review*, Issue November.
17. Káganer, E., Zamora, J. & Sieber, S., 2013. 5 Skills Every Leader Needs to Succeed in the Digital World. *IESE Insight*, Issue 18.
18. Kanter, R. M., 2005. Leadership for Change Enduring Skills for Change Masters. *Harvard Business Review*, Issue November.
19. Kim, W. C. & Mauborgne, R. A., 1992. Parables of Leadership. *Harvard Business Review*.
20. Klapper, B., 2013. Free Yourself from Conventional Thinking. *Harvard Business Review*, Issue May.
21. Krakauer, J., 1997. *Into Thin Air: A Personal Account of the Mt. Everest Disaster*. s.l.:Anchor Books.
22. Martin, R. L. & Kemper, A., 2012. Saving the Planet A Tale of Two Strategies. *Harvard Business Review*, Issue April.
23. Mintzberg, H., 2004. Enough Leadership. *Harvard Business Review*, Issue November.
24. Moldoveanu, M. & Narayandas, D., 2019. Educating the Next Generation of Leadership. *Harvard Business Review*, Issue April.
25. Nohria, N. & Khurana, R., 2010. *Handbook of Leadership Theory and Practice*. s.l.:Harvard Business Press.
26. Palaima, T., 2010. Systems Thinking As a Platform for Leadership Performance in a Complex World. *Baltic Journal of Management*, 5(3), pp. 330-355.
27. Reeves, M., 2015. *The Strategy Palette Five Approaches to Strategy for a Complex World*. Boston: Harvard Business Review Press.
28. Sartain, J., 2019. *The Connected Leadership Framework: A Grounded Theory of Evidence-Based Leadership Development - CODA Partners*. [Online] Available at: <https://codapartners.net/2015/11/18/the-connected-leadership-framework-a-grounded-theory-of-evide>[Accessed 2019].
29. Schoemaker, P. J., Krupp, S. & Howland, S., 2013. Strategic Leadership The Essential Skills. *Harvard Business Review*, Issue January.
30. Schwartz, T., 2010. Six Ways Leaders Can Fuel Excellence At Anything. *Harvard Business Review*, Issue November.
31. Shih, W., Kaufman, S. & Spinola, D., 2009. *Netflix Case*. Boston: Harvard Business School.
32. Sostrin, J., 2017. How to Act Quickly Without Sacrificing Critical Thinking. *Harvard Business Review*, Issue April.
33. Sucher, S. J., 2010. Moral Leadership in Action. *Harvard Business Review*, Issue May.
34. Sull, D. N., 2007. Closing the Gap Between Strategy and Execution. *MIT Sloan Management Review*, 28(4).
35. Tasler, N., 2017. You Don't Need Charisma to Be an Inspiring Leader. *Harvard Business Review*, Issue October.
36. Taylor, B., 2010. How One Company's Turnaround Came From the Heart. *Harvard Business Review*, Issue March.

37. Thomke, S., Corsi, E. & Nimgade, A., 2018. *Ferari*. Boston: Harvard Business School.
38. Ulrich, D., Smallwood, N. & Sweetman, K., 2008. Defining Leadership Code Five Rules of Effective Leadership. In: *The Leadership Code: Five Rules to Lead By*. s.l.:Harvard Business Press, pp. 3-27.
39. Useem, M., 2010. Four Lessons in Adaptive Leadership. *Harvard Business Review*, Issue November.



Scan to know paper details and author's profile

Employee Competence and Work Engagement of Deposit Money Banks in Rivers State

Williams Oloboh & Dr. J.M.O. Gabriel

Rivers, State University

ABSTRACT

This study examined the relationship between employee competence and work engagement of Deposit Money Banks in Rivers State. The study utilized a cross-sectional survey design. Primary data were sourced through structured and self-administered questionnaire. The population of the study comprised 283 staff of twenty-two (22) deposit money banks in Port Harcourt; whereas a sample size of one hundred and sixty-five (165) staff was drawn through the Taro Yamane formulae. The reliability of the instrument was determined by the use of the Cronbach Alpha Coefficient, with 0.70 as benchmark. Data generated were presented with tables and descriptive statistics while hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings revealed that there is a significant relationship between competence and work engagement of Deposit Money Banks in Rivers State. The study concludes that when employees are empowered through competence improvement, work engagement is enhanced. The study recommends that Deposit money banks should build the competence of the employees through training and development. Employees should be given enough freedom and authority to make decisions concerning their day-to-day work roles to enhance their perception of autonomy in decision making.

Keywords: employee competence, work engagement, vigour, absorption, dedication.

Classification: DDC Code: 331.06 LCC Code: HD8051

Language: English



London
Journals Press

LJP Copyright ID: 146441

Print ISSN: 2633-2299

Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 22 | Issue 4 | Compilation 1.0



© 2022, Williams Oloboh & Dr. J.M.O. Gabriel. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0/>, permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Employee Competence and Work Engagement of Deposit Money Banks in Rivers State

Williams Oloboh^α & Dr. J.M.O. Gabriel^σ

ABSTRACT

This study examined the relationship between employee competence and work engagement of Deposit Money Banks in Rivers State. The study utilized a cross-sectional survey design. Primary data were sourced through structured and self-administered questionnaire. The population of the study comprised 283 staff of twenty-two (22) deposit money banks in Port Harcourt; whereas a sample size of one hundred and sixty-five (165) staff was drawn through the Taro Yamane formulae. The reliability of the instrument was determined by the use of the Cronbach Alpha Ccoefficient, with 0.70 as benchmark. Data generated were presented with tables and descriptive statistics while hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings revealed that there is a significant relationship between competence and work engagement of Deposit Money Banks in Rivers State. The study concludes that when employees are empowered through competence improvement, work engagement is enhanced. The study recommends that Deposit money banks should build the competence of the employees through training and development. Employees should be given enough freedom and authority to make decisions concerning their day-to-day work roles to enhance their perception of autonomy in decision making.

Keywords: employee competence, work engagement, vigour, absorption, dedication.

Author α: Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria.

σ: Department of Management, Faculty of Management Sciences, Rivers, State University, Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria.

I. INTRODUCTION

Work or employee engagement describes a situation where employees feel involved, committed, passionate, and empowered at work (Mone & London, 2010). Employee engagement has been a subject of attraction for almost two decades (Albercht, Bakker, Gruman, Macey and Saks, 2015); and in recent years, it has been echoed strongly among business executives (Macey, Schneider, Barbera and Young, 2009). Engaged individuals display high energy and self-efficacy at work (Borst et al., 2019a), whereas the disengaged employee would result in significant loss to the organization (Othman, Rapi, Alias, Jahya, & Wei Loon, 2019). Engagement remains a main source of competitive advantage; as such, the impact of employee engagement cannot be overemphasized.

It has been shown to influence a range of attitudinal, behavioural, performance, and financial outcomes (Christian, Garza and Slaughter, 2011; Halbesleben, 2010; Macey et al., 2009). Halbesleben (2010) meta-analysis revealed that engagement is positively linked with commitment, health, turnover intention and performance. Thus, it is an approach that increases the probability of business success, beneficial to both individual and organization, as well as improves productivity and well-being of employees.

On the other hand, a sense of personal mastery that one is capable of successfully completing a

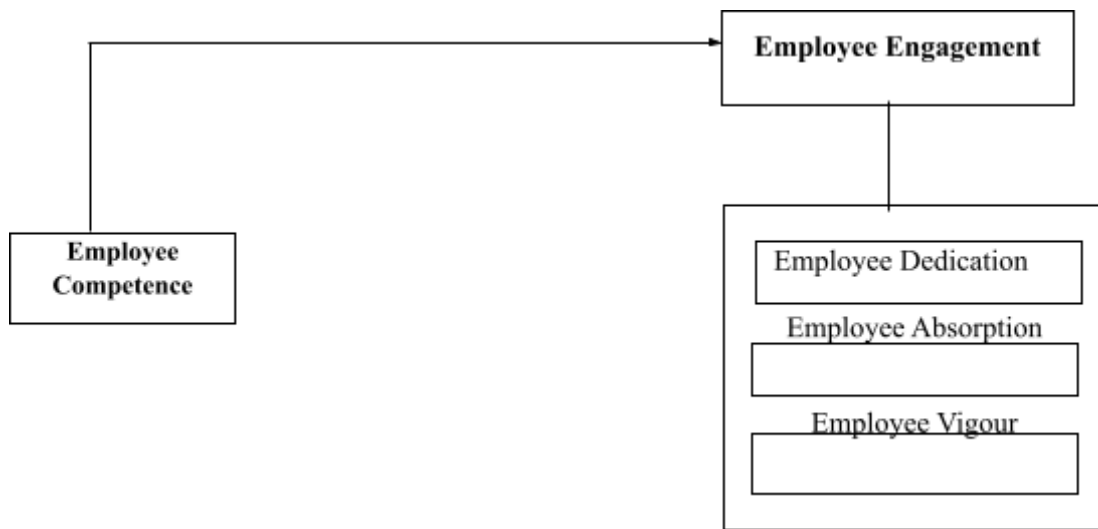
task is referred to as competence. Competence is further defined as the ability to perform the tasks assigned to one. It addresses the question of whether or not the employees who will be empowered has the skills necessary to perform the tasks that will be assigned to them if they are empowered. Following the identification of what is required to pursue and achieve a goal, the level of actual (rather than perceived) skill relevant to the task becomes significantly important.

The issue of competence is addressed through the identification of existing skills and the acquisition of new skills. Several studies have investigated work engagements using other predictors such as autonomy (Alzyoud, Othman, & Isa, 2015; Johari, Tan, & Zulkarnain, 2018), supervisor support (Nasuridin, Ling, & Khan, 2018; Rothmann &

Jordaan, 2006; Swanberg, McKechnie, Ojha, & James, 2011; Thongpoon, 2013; Toyama & Mauno, 2017), But we intend to study it through employee competence.

This study is guided by the following research questions:

- i. What is the relationship between employee competence and dedication of Deposit Money Banks in Rivers State?
- ii. What is the relationship between employee competence and absorption of Deposit Money Banks in Rivers State?
- iii. What is the relationship between employee competence and vigour of Deposit Money Banks in Rivers State?



Source: Desk Research (2022)

Figure 1.1: Conceptual framework for psychological empowerment and employee engagement of Deposit Money Banks in Rivers State

II. LITERATURE REVIEW

2.1 Theoretical Foundation

2.1.1 Kanter's Theory of Empowerment

Kanter (1993) defines empowerment as the ability of an individual to independently make decisions and utilize available resources to accomplish the necessary goals. She postulates that if an organization is structured to provide empowerment and access to job-related

empowerment opportunities, the structure will have a positive impact on employees and their performance to work. Alternatively, an organizational structure that does not provide empowerment and access to job related empowerment opportunities will have a negative impact on the employees and their performance atwork. Kanter (1993) posits that in an empowerment-structured organization there is increased autonomy, job satisfaction, and performance among employees. Consequently,

feelings of burnout and job stress will decrease, and the result is employee performance.

Kanter stated that the work environment structures and perceived employee access to power and opportunity structures is related to employee attitudes and behaviors in an organization. Kanter believed that employees display attitudes based on the presence of perceived power and opportunities. According to Kanter, there exist four work empowerment structures: access to information, resources, support, and opportunity. Access to information refers to the data, technical knowledge, and expertise needed for job performance. Access to resources refers to the ability to obtain needed supplies, materials, money and personnel to meet established organizational goals. Access to support refers to the guidance, feedback, and direction provided by supervisors, peers, and subordinates. Access to opportunity refers to the growth, mobility and the chance to build upon knowledge base (Kanter, 1993). Kanter believed that if employees within an organization perceive opportunities for success is present, the employees' attitude, job satisfaction, and overall employee performance will be enhanced. In order for an employee to perceive that opportunity exists, the employee must be in a position that allows access to resources, information, and support.

2.2 Concept of Employee Competence

When it comes to employees' beliefs in their capability to complete their tasks successfully, Spreitzer (1995) and Quiones, Van den Broeck, and De Witte (2013) define competence as the belief that they have in their ability to complete their tasks successfully. Al-douri (2018) explained that competence is the ability to face challenges in both the internal and external environments by creating an environment conducive to thinking and creativity, as well as training employees in decision-making, initiative, and innovation (Spreitzer, 1995; Ibrahim, 2020). It has been shown that the greater an individual's sense of self-efficacy, the more committed they will be towards accomplishing specific tasks (Taylor, 2013). Those individuals would take more

initiative, would be more persistent, and would put forth more effort when confronted with difficult circumstances. Competence is defined as an individual's ability to perform a job correctly.

A competency is a set of defined behaviours that serve as a structured guide for the identification, evaluation, and development of the behaviour in individual employees. Competencies are defined as follows: Competencies are defined as observable abilities, skills, knowledge, motivations, or traits that are defined in terms of the behaviours required for successful job performance. Notably, employee competencies are inherited with all of these characteristics, and as a result, they serve as the primary source of competitive advantage as well as the primary drivers of improved organizational performance (Ciziuniene Vaiciute & Batarliene, 2016). When people have the ability to choose, they become more self-assured. Being self-assured means being well-organized in your activities and having hands-on experience with their implementation.

2.3 Concept of Work Engagement

Work engagement has become a widely used term in the practitioner literature (Saks, 2006). However, there is a lack of consensus among academics on how to conceptualize the concept (Kang, 2014; Saks & Gruman, 2014). Literature suggests that engagement can be defined as both a process and an outcome. According to Yankelovich and Immerwahr (1993), public engagement is a complex process of debate, discussion, and interaction between the public and organizations. Khan first introduced the concept of engagement, defining job engagement as "the harnessing of organisational members' selves to their work roles" (Khan, 1990). Unanimous with the most definition of employee engagement is passion, drive commitment and involvement of employees in providing consistent and sustained discretionary effort (Cook, 2008; Anitha, 2014 & Carbonara, 2012). These scholars concur that the consequence of good levels of employee engagement is improved customer satisfaction, positive results and organisational performance (Mone & London, 2014; Boikanyo, 2012).

According to Abraham (2012), employee engagement is the degree to which the employees are satisfied with their job. In the same vein, Mone and London (2010) see employee engagement as a situation where employees feel involved, committed, passionate, empowered and these feelings are exhibited in the work behavior. Employee Engagement is the devotion, passion of employees and effective leadership skills with support from the top management to the employees. Human resource leaders set the drive and creed of their company and spread that positive morale to the employees in the company.

2.4 Dedication as a proxy of Work Engagement

The term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere (Williams, Maha&Zaki, 2010). According to the MerriamWebster Dictionary, dedication is devoting or setting aside for a particular purpose” (MerriamWebster, 2015). Also, dedication is characterized by a strong psychological involvement in one’s work, combined with a sense of significance, enthusiasm, inspiration, pride, and challenge” (Mauno, *et al.*, 2007, Schaufeli, *et al.*, 2002). The term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere (Williams, Maha&Zaki, 2010). Dedication is ones’ sense of significance, enthusiasm, inspiration, pride and challenge. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication is about being inspired, enthusiastic and highly involved in your job (Rayton &Yalabik, 2014). Dedication is an individual’s deriving a sense of significance from work, feeling enthusiastic and proud about the

given job, and feeling inspired and challenged by the job (Song et al., 2012).

2.5 Absorption

Absorption is defined as “being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli, et al., 2002). The concept of absorption simply advocates the use of bonus, benefits and incentives to arouse employees’ interest at work. This is another indispensable antecedent to employee engagement. It involves both financial rewards, and non-financial benefits such as recognition and other perks exemplified by on-site day care, employee assistance programs, subsidized cafeterias, travel discounts, extra holidays and others. It simply refers to being fully concentrated and happily engulfed in one’s work, whereby time passes quickly and one has difficulties with separating oneself form work (Schaufeli & Bakker, 2004). Absorption, refers to a sense of detachment from your surroundings, a high degree of concentration on your job, and a general lack of conscious awareness of the amount of time spent on the job (Rayton & Yalabik, 2014). Absorption means concentration and being engrossed in people’s work, whereby passing time will be intangible and being detached from the job has some difficulties for them.

2.6 Vigour

The term Vigour also refers to employees’ engagement resulted from the satisfaction derived from key drivers such as leadership style, organizational justice, work policies & procedures of the organization (Williams, 2010). Vigour is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in ones’ work and persistence in the face of difficulty. Vigour also refers to energy, mental resilience, determination and investing consistent effort in job (Rayton and Yalabik, 2014). Vigour is one of the aspects of work engagement that implies high levels of energy and mental resilience while working. There is also a determined investment in the actual work,

together with high levels of persistence even when faced with difficulties. This aspect can be determined based on Atkinson's motivational theory. Motivation is strength of doing work or resistance against that. So, strength and resistance are addressed as aspects of work engagement and their concept is constant with popular definition of motivation (Latham & Pinder, 2005).

2.7 Employee Competence and Work Engagement

Kaur and Mittal (2020) carried out a study on meaningfulness of work and employee engagement: the role of affective commitment. The main purpose of this research was to study the relationship between meaningfulness of work, employee engagement, and affective commitment. Further, this study is also examined the mediating influence of affective commitment on the relationship between meaningfulness of work and employee engagement. The study used a quantitative approach to collect data for the research by utilizing a cross-sectional survey design. The study included standardized scales and was conducted on 319 employees working in the service sector of Punjab and Chandigarh, India. Results were analyzed with the help of the SPSS 22 version. Descriptive analysis, correlation analysis, and Cronbach's alpha value are represented in Table 1. Table 2 shows the hierarchical multiple regression to test hypotheses 1, 2, and 3. The findings of the given study confirmed a positive relationship between meaningfulness of work, employee engagement, and affective commitment.

Furthermore, Fürstenberg, Alfes and Shantz (2020) carried out a study on meaningfulness of work and supervisory-rated job performance: A moderated-mediation model. The study was carried out in a single organization. Participants were 249 employees at one division of a construction and consultancy firm in the United Kingdom. The jobs held by our respondents varied widely and included facilities management, logistics, building, property development, and administrative roles. The study used descriptive statistics, reliabilities, regression analyses and

zero-order correlations among the study variables. The findings revealed that meaningfulness was positively and significantly associated with promotive voice behaviors. It is noteworthy that meaningfulness is directly and significantly related to supervisory-rated job performance. Moreover, our results revealed a significant indirect effect of meaningfulness on job performance ratings through promotive voice behaviors.

Based on the foregoing, the study thus hypothesized that:

H₀₁: There is no significant relationship between employee competence and dedication in deposit money banks in Rivers State.

H₀₂: There is no significant relationship between employee competence and absorption in deposit money banks in Rivers State.

H₀₃: There is no significant relationship between employee competence and vigour in deposit money banks in Rivers State.

III. METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study is the 283 staff in the Regional Offices of 22 deposit money banks in Port Harcourt. The study concentrated on the Regional Offices of these banks in Port Harcourt. The sample size of 165 was determined using Taro Yamane's formation. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

IV. DATA ANALYSIS AND RESULTS

4.2 Employee Competence and Measures of Employee Engagement

4.1 Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

The level of relationship between employee competence with each of the measures of employee engagement is to examine the extent employee competence can impact on the outcome of each measure of employee engagement.

Table 1: Correlation for employee competence and employee engagement

		Competence	Dedication	Absorption	Vigour	
Spearman's rho	Competence	Correlation Coefficient	1.000	.915**	.968**	.774**
		Sig. (2-tailed)	.	.000	.000	.000
		N	144	144	144	144
	Dedication	Correlation Coefficient	.915**	1.000	.926**	.882**
		Sig. (2-tailed)	.000	.	.000	.000
		N	144	144	144	144
	Absorption	Correlation Coefficient	.968**	.926**	1.000	.827**
		Sig. (2-tailed)	.000	.000	.	.000
		N	144	144	144	144
	Vigour	Correlation Coefficient	.774**	.882**	.827**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	144	144	144	144
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS Output

Interpretation

RQ1: What is the relationship between employee competence and work engagement in deposit money banks in Rivers State?

The result on the relationship between employee competence and the measures of work engagement is shown in table 1 with the correlation coefficient (rho) values used to answer the research question as shown below:

Ho₁: There is no significant relationship between employee competence and dedication in deposit money banks in Rivers State.

The result of correlation matrix obtained between employee competence and dedication was shown in Table 1.0 Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.915 confirms the direction and

strength of this relationship. The coefficient represents a very strong positive correlation between the variables. The tests of significance shows that that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee competence and dedication in deposit money banks in Rivers State.

Ho₂: There is no significant relationship between employee competence and absorption in deposit money banks in Rivers State.

The result of correlation matrix obtained between employee competence and absorption was shown in Table 1.0 Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.986 confirms the direction and

strength of this relationship. The coefficient represents a very strong positive correlation between the variables. The tests of significance shows that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee competence and absorption in deposit money banks in Rivers State.

H_{03} : There is no significant relationship between employee competence and vigour in deposit money banks in Rivers State.

The result of correlation matrix obtained between employee competence and vigour was shown in Table 1.0 Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.774 confirms the direction and strength of this relationship. The coefficient represents a positive strong correlation between the variables. The tests of significance shows that that this relationship is significant at $p < 0.000 < 0.01$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee competence and vigour in deposit money banks in Rivers State.

V. DISCUSSION OF FINDINGS

The results from the analysis reveal significant relationship between employee competence and employee dedication in deposit money banks in Rivers State. The findings linked the effect of employee competence on employee dedication in deposit money banks in Rivers State. This finding is in agreement with the earlier findings of Rania, Rahmanb and Yusack (2021) who conducted a study on the study investigated the relationship between the four dimensions of psychological empowerment between employees' performance in the automotive after sales service in Malaysia and found that meaning, competence, self-determination and impact found significantly

correlated and predicted employees' performance.

In the same, the current finding aligns with the previous work of Kumanwee (2017) who undertook a study on psychological empowerment and employee affective commitment in manufacturing firms in Rivers State, Nigeria and found that there is a significant relationship between competence and personal involvement of employees in manufacturing firms in Rivers State, Nigeria. More so, the finding agrees with Nassar (2017) who conducted a study on study of psychological empowerment and organizational change among hotel employees in Egypt and found a positive correlation of medium effect between the cognition of competence and job satisfaction. This implied that the two variables were related, that is, those employees who perceived that they had the required knowledge and skills to perform their jobs had high level of job satisfaction. In addition, Gachunga, Maina and Kabare (2016) in their study on the influence of psychological empowerment on organizational commitment in Kenyan civil service found that the dimension of competence was positively correlated to job satisfaction, which in turn lead to organizational commitment.

VI. CONCLUSION AND RECOMMENDATIONS

This study concludes that employee competence significantly relates with work engagement in Deposit Money Banks in Rivers State. This implied that employee competence was closely related to employee engagement.

The study recommends that Deposit money banks should build the competence of the employees through training and encouragement of personal development. Employees should be given enough freedom and authority to make decisions concerning their day-to-day work roles which serves as another confidence booster. This would enhance their perception as having some degrees of autonomy in decision making and by extension increase their competence at work which will also enhance their attitude to work, especially engagement.

REFERENCES

1. Abraham, S. (2012). Job satisfaction as an antecedent to employee engagement. *SIES Journal of Management*, 8(2), 27-36.
2. Albrecht, S. (Ed.) (2010). *Handbook of Employee Engagement*. Edward Elgar, Cheltenham.
3. Alzyoud, A. A. Y., Othman, S. Z., & Isa, M. F. M. (2015). Examining the role of job resources on work engagement in the academic setting. *Asian Social Science*, 11(3), 103-110.
4. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3) 308-323
5. Borst, R.T., Kruyen, P.M., & Lako, C. J. (2019a). Exploring the job demands-resources model of work engagement in government: Bringing in a psychological perspective. *Review of Public Personnel Administration* 39(3), 372-397
6. Christian, M., Garza, A. and Slaughter, J. (2011), Work engagement: a quantitative review and test of its relations with task and contextual performance, *Personnel Psychology*, 64 (1) 89-136.
7. Cook, V. (2008). *The essential guide to employee engagement: Better business through satisfaction*. Kegan publishers London
8. Hayati, D., Charkhabi, M., & Naami, A. (2014). The relationship between transformational leadership and work engagement in governmental hospitals nurses: a survey study. *SpringerPlus* 3(25).
9. Johari, J., Yean Tan, F., & Tjik Zulkarnain, Z. I. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*, 2(7), 16-28.
10. Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work, *Academy of Management Journal*, 33(4), 692-724.
11. Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management*, (21), 82-102.
12. Kanter, R. M. (1993). *Men and women of the corporation (2nd ed.)*. New York, NY: Basic Books.
13. Kaur, P. and Mittal, A. (2020). 'Meaningfulness of work and employee engagement: the role of affective commitment', *The Open Psychology Journal*, 13, 115-122.
14. Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 495-516.
15. Macey, W. and Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
16. Mone, E M., & London, M. (2010). *Employee engagement through effective performance management: A practical guide for managers*. Routledge, New York
17. Nasurdin, A. M., Ling, T. C., & Khan, S. N. (2018). Linking social support, work engagement and job performance in nursing. *International Journal of Business and Society*, 3 (4), 11-25.
18. Othman, R., Rapi, M. R., Alias, N. E., Jahya, A., & Wei Loon, K. (2019). Factors Affecting Employee Engagement: A Study among Employees in the Malaysian Construction Industry. *International Journal of Academic Research in Business and Social Sciences*, 9(7), 784-797.
19. Rayton, B. a, & Yalabik, Z. Y. (2014). The International Journal of Human Work engagement, psychological contract breach and job satisfaction. *The International Journal of Human Resource Management*, 5(7), 33-52.
20. Rothmann, S., & Jordaan, G. M. E. (2006). Job demands, job resources and work engagement of academic staff in South African higher education institutions, *SA Journal of Industrial Psychology*, 2(4), 29-37
21. Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 7, 600-619.
22. Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement?

- Human Resource Development Quarterly*, 25(2), 155-182.
23. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
 24. Schaufeli, W.B., & Bakker, A.B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25, 293-315.
 25. Song, J. H., Kolb, J. A., Lee, U. H., & Kim, H. K. (2012). Role of transformational leadership in effective organizational knowledge creation practices: mediating effects of employees' work engagement. *Human Resource Development Quarterly*, 23(1), 65– 101.
 26. Spreitzer, G.M. (1995). Psychological empowerment in the workplace: Dimensions, measurement and validation. *Academy of Management Journal*, 38(5), 1442-1465.
 27. Swanberg, J. E., McKechnie, S. P., Ojha, M. U., & James, J. B. (2011). Schedule control, supervisor support and work engagement: A winning combination for workers in hourly jobs? *Journal of Vocational Behavior*, 4(3), 62-83.
 28. Taylor, M., & Kent, M. L. (2014). Dialogic engagement: Clarifying foundational concepts. *Journal of Public Relations Research*, 26(5), 384-398.
 29. Thongpoon, S. (2013). Enhancing Work Engagement among Higher Education Lecturers. The 2nd Annual PSU Phuket International Conference 2013, (November 2013).
 30. Toyama, H., & Mauno, S. (2017). Associations of Trait Emotional Intelligence with Social Support, Work Engagement, and Creativity in Japanese Eldercare Nurses. *Japanese Psychological Research*, 3(5), 28-55.
 31. Williams R., Maha A. & Zaki, D. (2010). *The measurers of employment engagement*. Cario: University of British Press.

This page is intentionally left blank



Scan to know paper details and
author's profile

A Critical Analysis of Public Private Partnership (PPP) Projects During the Uncertain Times of COVID 19 Pandemic

Innocent Nuwagaba, Lukamba Muhiya Tshombe, Alex Nduhura & Thekiso Molokwane

ABSTRACT

Public Private Partnership Projects are now being used to develop infrastructure in different parts of the world during the uncertain times of crisis caused by the global COVID 19 pandemic. Governments all over the world are now adopting a number of PPP Projects to develop physical and social infrastructure in this era of COVID 19. The main objectives of this study are to: examine the status of COVID 19 in different countries especially in Africa, analyse the management of PPP Projects for COVID 19 vaccines and establish the effect of COVID 19 on global economy. Data collected through review of scholarly literature and documents analysis was analysed using descriptions and narratives. The Study findings revealed that COVID 19 has had a great effect on the adoption of PPPs for infrastructure development in the East African common market, the use of PPP projects provides a basis for revamping the crumbled infrastructure of the different sectors of the economy due to COVID 19. It was concluded that the adoption of PPP projects can be a basis for developing COVID 19 vaccines. It was recommended that different countries need to always use PPP Projects to address certain economic issues caused by COVID 19 pandemic.

Keywords: public private partnership, project, infrastructure, accountability.

Classification: DDC Code: 614.5 LCC Code: RA644.S17

Language: English



London
Journals Press

LJP Copyright ID: 146443
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 22 | Issue 4 | Compilation 1.0



© 2022. Innocent Nuwagaba, Lukamba Muhiya Tshombe, Alex Nduhura & Thekiso Molokwane. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0/>, permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

A Critical Analysis of Public Private Partnership (PPP) Projects During the Uncertain Times of COVID 19 Pandemic

Innocent Nuwagaba^a, Lukamba Muhiya Tshombe^o, Alex Nduhura^p & Thekiso Molokwane^q

ABSTRACT

Public Private Partnership Projects are now being used to develop infrastructure in different parts of the world during the uncertain times of crisis caused by the global COVID 19 pandemic. Governments all over the world are now adopting a number of PPP Projects to develop physical and social infrastructure in this era of COVID 19. The main objectives of this study are to: examine the status of COVID 19 in different countries especially in Africa, analyse the management of PPP Projects for COVID 19 vaccines and establish the effect of COVID 19 on global economy. Data collected through review of scholarly literature and documents analysis was analysed using descriptions and narratives. The Study findings revealed that COVID 19 has had a great effect on the adoption of PPPs for infrastructure development in the East African common market, the use of PPP projects provides a basis for revamping the crumbled infrastructure of the different sectors of the economy due to COVID 19. It was concluded that the adoption of PPP projects can be a basis for developing COVID 19 vaccines. It was recommended that different countries need to always use PPP Projects to address certain economic issues caused by COVID 19 pandemic.

Keywords: public private partnership, project, infrastructure, accountability.

I. INTRODUCTION

The study analysed Public Private Partnership (PPP) Projects during the uncertain times of COVID 19 pandemic (Alliance For multilateralism, 2021). As of now, PPP projects

are being adopted by different countries as an approach for developing infrastructure needed to respond to the crisis caused by the COVID 19 pandemic (Temulin & Mengzhong, 2022). Currently, there are, more than 392 million live cases of COVID 19 and also more than 5.7 million deaths that World Health Organisation has reported all over the globe (WHO, 2022). The first case of COVID-19 in Africa was documented in Egypt on 14th of February 2020, and since then, the rest of the countries have indicated challenges associated with the virus (AbdulAzeez, 2020). As a result, the issue of using PPPs to develop infrastructure to deal with challenges associated with COVID 19 in different parts of the world is now becoming a major focus (Akalewold, Akaninyene, Seye, Sanni, 2021). The COVID-19 therefore provides a chance for many countries to rethink and re-assess the conventional PPP projects' systems, structures and processes in both developed and developing countries and put into consideration how such PPP Projects can be remoulded and remodeled to be fit for purpose to deal with the impact of such COVID 19 pandemic (Hunt, & Noble, 2020). Such PPP Projects are a crucial aspect in dealing with pandemics such as COVID-19 that is so far the most dangerous calamity since the last 20 years in terms of magnitude of exposure of human life to it (Hamed, Sadegh, Ibrahim & Mehrab, 2020). As a result, the issue of using PPPs to develop infrastructure to deal with challenges associated with COVID 19 is now becoming a major focus (Akalewold, Akaninyene, Seye, Sanni, 2021). A PPP project is an arrangement between the public sector entities such as central government, local government, statutory bodies and a private sector entity like those for profit and non-for-profit

agencies to develop physical and social infrastructure to be used by the public (Jad, 2021). A project is any temporary endeavor involving a sequence of activities that are usually executed at a particular period of time to produce a unique product in order to achieve certain intended objectives and goals (PMI, 2021). According to Nuwagaba (2021), PPPs are an efficient means of transferring risks to the private sector, while providing the public sector with technology, experience, and new skills. COVID-19 is at present making many countries struggle to acquire critical healthcare infrastructure to deal with its effects (Casady & Baxter, 2021). The COVID-19 provides a chance to many countries to come up with resilient approaches to deal with its impact (Hunt & Noble, 2020). Unfortunately, many of these ad hoc efforts have been reactive and uncoordinated to date (Baxter & Casady, 2020). In fact budgets for certain sectors such as Education are continuously being slashed down by a number of countries so as to create a pool of extra resources required to tackle economic crisis caused by the COVID 19 pandemic, and as the pandemic keep raging, many governments all over the world are embarking on the use of PPP projects to meeting such financial and technical capacity gap (WB, 2021). The way governments can use PPP projects combat the economic crisis caused by Covid-19 will depend on a number of aspects such as financiers, the public sector entity, the PPP project stage and the location of the project. Nether the less, on the other hand it may also depend on the terms and conditions of the PPP project and how they were defined to in line with handling risks associated with such pandemic (WB, 2021). As such, government leaders need to use PPP project best practices developed from handling of the past pandemics to adequately deal with the current COVID 19 pandemic situation. Such leaders need to come up with policy guidelines that promote close corporation between public sector actors and private sector actors to adopt better PPP projects so as to effectively deal with emergent disasters caused by COVID-19 (Park & Chung, 2021). Even nations such as those of North America, Western Europe, Northern Asia, Asian Tigers and Asia Pacific region with better developed health sector

systems, structures and processes have been eclipsed and overshadowed by the current COVID-19 pandemic. Unfortunately the pandemic is affecting more of the people that are prone vulnerable and susceptible to the vagaries of such a pandemic whether in developed or developing countries with poor and weak health systems (NAS, 2020). This is because the effects of COVID 19 on human lives are disastrous and usually impact negatively on economies (Decerfa, Ferreira, Mahlera, & Sterck, 2021). In fact, from 31 January to 6 February 2022, new cases of more than 19 million people and less than 68 000 new deaths have been experienced. As a result, many countries especially in Africa are resorting to use of PPPs as an innovative, sustainable and resilient approach to dealing with the COVID 19 pandemic (Hartigan, Mendoza & Ong, 2020). It is therefore necessary to investigate the status of COVID 19 in different countries especially in Africa, how PPP Project are being used to come up with as Covid-19 vaccines and the effect of COVID 19 on global economy. The objectives of the study are to: find out the number of current status of COVID 19 infections in different parts of the world especially in Africa, to examine the how PPP Project are being used to come up with as Covid-19 vaccines and to establish the effect of COVID 19 on global economy.

II. THEORETICAL LITERATURE

The public-private partnership (PPP) projects are currently being used as an innovative approach for revamping many countries' economies through developing critical infrastructure needed especially during these uncertain times of COVID 19 pandemic (Calugareanu & Bulat, 2022). In fact, so far, globally, there are about 247,009,710 coronavirus new live cases, 5,008,684 death cases and 223,727,827 recovery cases all of which have led to global economic meltdown that calls for the use of such PPP projects to promote corporation among nations in order to counteract the vagaries of COVID 19 pandemic (Worldometer, 2021). Currently, the need for use of PPP projects in a number of sectors such as health sector has been a result of increased COVID 19 cases that overwhelmed the existing public and private systems, infrastructure

and facilities (Nduhura, Nuwagaba, Thekiso Molokwane, Settumba and Lukamba, 2020). In Africa, the 1st Covid 19 case was detected in Nigeria in West Africa and then spread to other parts including the magrib region, horn of Africa, central African region, East African region and southern African region (Nuwagira & Muzoora, 2020). It is noted that countries came together through inter governmental corporation to devise effective means of combating COVID 19 and PPP Projects have so far been looked at as one of the strategies to realising such ambition (Alliance For multilateralism, 2021). This is because the COVID-19 distorted the flow of the global supply chain on different levels ranging from manufacturer closures, distribution blocks, trade restrictions, rise in prices, quality issues, international interdependencies, and miscommunication between bundles of buyers-suppliers and as such, the use of PPP projects may help in filling such gaps (UNCTAD, 2020). No wonder most countries are now trying to incorporate as they endeavour to use PPP projects in order to improve on existing infrastructure in the sectors of health, transport, Education, manufacturing and construction so as to effectively tackle the COVID 19 crisis (Mohamed, 2020). That is why, the global effort to engage in a tough tagid and brutal war fare against a number of diseases such as the current COVID 19 has given rise to PPP projects especially in the health sector involving a number of collaborations and corporations with a number of of key stakeholders to develop and improve programs to control and eliminate the crisis caused by the corona virus pandemic (Gustavsen & Hanson, 2009). Therefore, in the advent of such corona virus pandemic, there is need for adopting PPP projects, since public sector agencies are fully armed to deliver a set of required logistical support, critical services and technical support (Ahmad, 2020). Never the less, although the PPP Projects are essential in such a precarious situation, it is also wise to continuously critically assess the viability of using such PPPs in terms of drawing boundaries between the public players and private prayers, the politics of such partnerships, level of accountability, equity, transparency and risk sharing among the partners

(Ahmad, 2020). It should be noted that pandemics like COVID-19 and other pandemics like SARs generally follow the “law of regression to the tail” (Flyvbjerg 2020), and tend to fall into the category of “ignorance” for many public and private organisations that partner to implement PPP projects, even though their risks are technically well understood, described, and quantified (Oehmen et al. 2020). Generally, denying of the existance of such pandemics due to their associated stigma when they initially come on board (Hamel & Välikangas 2003) usually tend to hinder capacity to devise innovative strategies to deal with such pandemics like COVID-19. COVID-19 is therefore an opportunity to use PPPs to build resilient infrastructure against the pandemic in different countries such as those of Africa (Amonya, 2020). PPPs are an efficient and more responsive way of transferring risks to the private sector, while providing the public sector with technology, experience, and new skills (Nuwagaba, 2021). In Africa, PPPs are now being used develop hospital infrastructure needed to treat the COVID 19 virus such as COVID-19 tracker system, intensive care units (ICUs), ventilators, disease surveillance equipement and apps for telemedicine (UNICEF, 2020). To strengthen such healthcare systems through use of resilient infrastructure, the private healthcare industries and the public health sector need to collaborate through PPP project arrangements (Hertel, Elouafi, Ewert, Tanticharoen, 2021). That’s why there is need to develop proactive methods of defense, pursue required recovery measures, and record lessons learned from such pandemics when adopting PPP projects (Sahin, Ulubeyli & Kazaza, 2015). Unfortunately, in the current pandemic, detailed “post-crisis” plans for PPPs may already be obscuring a future that is, fundamentally, no less uncertain than before (Weick & Sutcliffe, 2011). With more project disruptions expected the longer this pandemic continues, PPP counterparties may need to begin exploring non-contractual means of equitable risk sharing to cope with the unprecedented impacts of COVID-19 (Carter & Baxter, 2020). There is therefore need to develop effective policy, legal, regulatory and institutional frameworks for adopting and implementing the right needed PPP

projects to efficiently deal with urgent crises such as COVID-19 (June & Eunbin, 2020). The aftermath of COVID-19 fallout is therefore more likely to create greater opportunities for the adoption of new models of PPP projects (Veronica, Niccolò & Eric, 2020). Never the less, although the PPP Projects are essential in such a precarious situation, it is also wise to continuously critically assess the viability of using such PPPs in terms of drawing boundaries between the public players and private players, the politics of such partnerships, level of accountability, equity, transparency and risk sharing among the partners (Ahmad, 2020). Much as it is common for most countries especially in Sub Saharan Africa to be constrained by a wide physical and social infrastructure gap, the COVID 19 disaster has stripped naked the nations' decaying health infrastructure and so the governments can resort to the use PPP projects as financing option for revamping their decomposing health sector (Arimoro, 2021). Even nations such as those of North America, Western Europe, Northern Asia, Asian Tigers and Asia Pacific region with better developed health sector systems, structures and processes have been eclipsed and overshadowed by the current COVID-19 pandemic. Unfortunately the pandemic is affecting more of the people that are prone vulnerable and susceptible to the vagaries of such a pandemic whether in developed or developing countries with poor and weak health systems (NAS, 2020). This is because the effects of COVID 19 on human lives are disastrous and usually impact negatively on economies (Decerfa, Ferreira, Mahlera, & Sterck, 2021). In fact, from 31 January to 6 February 2022, new cases of more than 19 million people and less than 68 000 new deaths have been experienced. In fact as of 6 February 2022, more than 392 million confirmed cases and more than 5.7 million deaths have been experienced all over the world (WHO, 2022). In Africa, as of 29th August 2021, Covid-19 had infected 7,111,780 people that caused 179,801 deaths (ACDC, 2021). As a result, many countries especially in Africa are resorting to use of PPPs as an innovative, sustainable and resilient approach to dealing with the COVID 19 pandemic (Hartigan, Mendoza & Ong, 2020).

III. METHODOLOGY

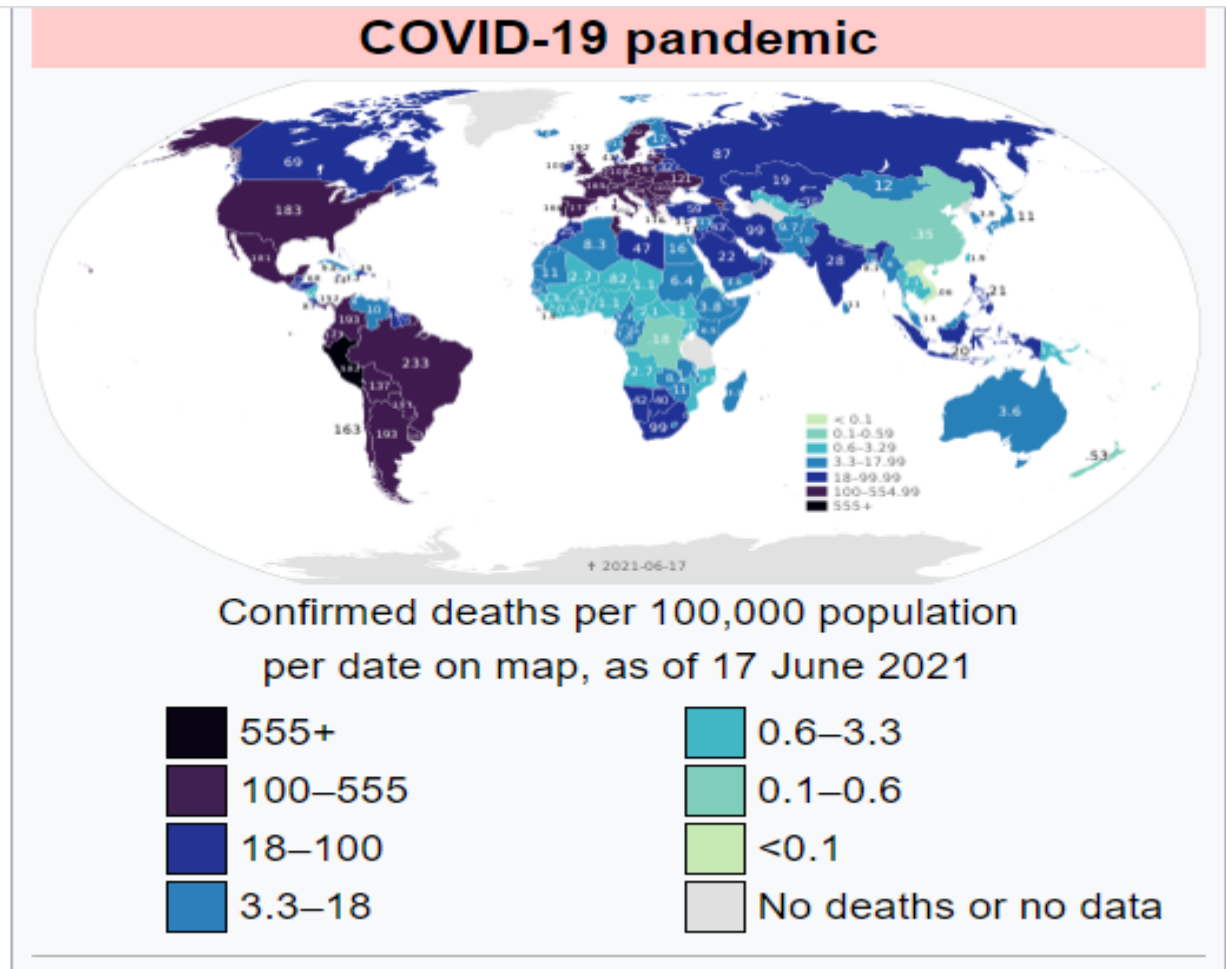
This study adopted an exploratory research paradigm in order to the phenomena under study. To gain insights on what has obtained so far on the COVID 19 pandemic, a theoretical review was undertaken in collecting data. Data was analyzed and used to assess the potential impact of global phenomena of COVID 19, its implications on government service delivery through PPPs. According to Steward (1984) a theoretical approach is justified in circumstances where empirical study was not possible. It is further suggested that when using secondary data, the dependability of sources is important. This quality of data can be tested through assessment of expertise, credibility, reputation and overall trustworthiness of the source is important. To ensure dependability, the study collected data from peer reviewed journal articles, conference papers, bibliographies, published market reports, national government publications, and local government publications. From first contact documents, additional articles and documents were identified and reviewed. The objective of the review is to find answers to research questions that guided this study and ultimately make recommendations. The study questions are-RQ 1: What is the current status of COVID19? RQ2: How are the PPP projects for COVID 19 vaccines being used? What is the impact of COVID 19 on global economy?

IV. FINDINGS

Coronaviruses are a large family of viruses, which may cause illness in animals or humans (World Health Organization, 2020). Coronaviruses belong to the subfamily Coronavirinae in the family of Coronaviridae and the order Nidovirales (Pansil, 2020). In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). The most recently discovered coronavirus causes coronavirus disease popularly known as "COVID-19." 17 Covid-19 has an extremely high mutation per genome replication, making it highly contagious from person to person (Paintsil, 2020)

The covid-19, also referred to as the novel coronavirus disease, began in China as an epidemic and later it rapidly spread across the world in a short period of time (Vanelli, Signorelli & Sanctis, 2020). Covid 19 is the infectious disease caused by the most recently discovered coronavirus (WHO, 2020). On 11th March 2020, The World Health Organization (WHO) declared the novel coronavirus, called COVID-19, an outbreak, a global pandemic (Cucinotta & Vanelli,

2020). The current Covid-19 is becoming the second pandemic, following the Spanish flu pandemic, to have killed so many people within a short period. According to the World Health Organisation, this pandemic was initially identified in Wuhan (China) in December 2019 and has killed approximately 500 000 and infected approximately 10 million globally as indicated on figure 1 below.



Source: WHO (2020)

Figure 1: The number of people that have died of COVID 19 in different parts of the world.

Figure 1 above indicates that the number of people that have died of COVID 19 all over the world ranging from less than 0.1 to more than 555 people per 100, 0000 population as of 17th June 2021.

Globally a number of nations are fighting hard to respond the emergent, intermidiate and long-term effect of disaster caused by the

COVID-19 or corona virus their economic infrastructure on developed, being developed and that was previously planned to be developed through PPP project arrangements. Therefore, governments in those countries are faced with the burden actual high probability of such PPP projects failing on wide scale, and yet with scarce financial resources, these countries still have to use these PPP projects to provide relief to the

ailing citizens and ensure that plans to recover from disaster caused by COVID 19 are put in place (Baxter & Carter (2020). Actually, currently, the covid-19 outbreak has enormously affected the lives of millions of people and disrupted the global economy, supply chain activities, government actions, and numerous worldwide industries (Jad, 2021). In fact, so far, globally, there are about

181,955,097 coronavirus new live cases, 3,940,851 death cases and 166,452,379 recovery cases all of which have led to global economic meltdown that in turn has impacted heavily on the up take and operationalization of PPP projects (Worldometer, 2021). There is therefore need for mass c as indicated on figure 2 below.

Coronavirus around the world

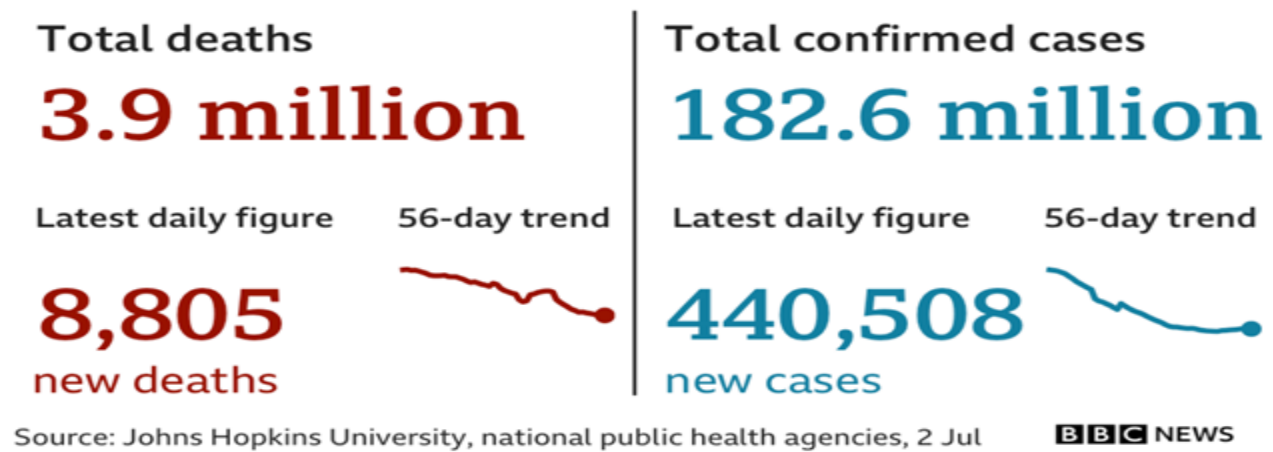
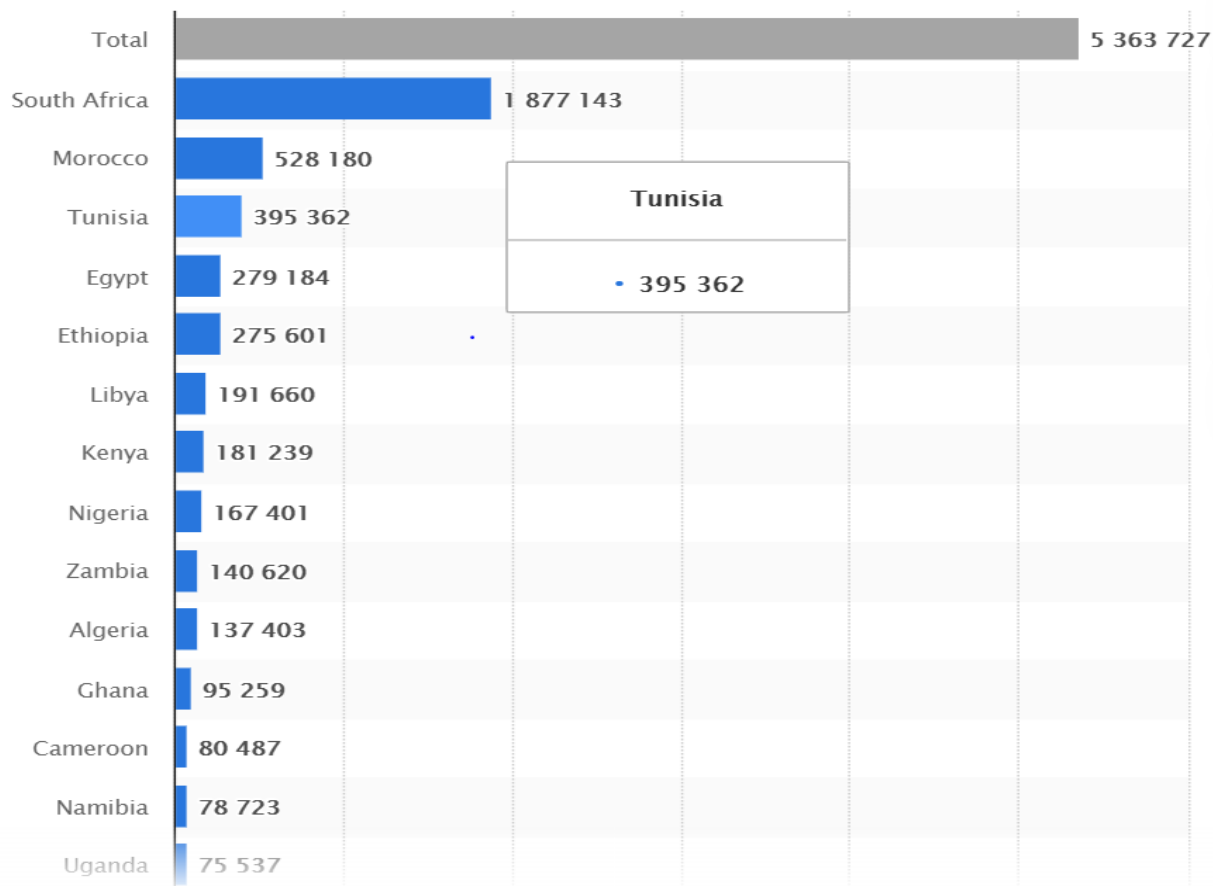


Figure 2: Global COVID 19 live death cases

Figure 2 indicates that the total number of people that have so far died of COVID 19 as per 2nd July 2021 was 3.9 million and the total confirmed live cases of COVID 19 was 182.6 million people.

From review of literature by different scholars and a number of documents such as different reports, the actual number of people infected with COVID-19 virus for most countries in Africa is less reported as a result of low testing capabilities and yet there is a very high risk of increased virus spread (WHO, 2021). From the 55 countries in Africa, currently, there are 7,723,439 cases of Covid-19 with 194,058 death and 6,836,781 recoveries among only 63,371,434 vaccinated people as of 29, August 2021 (AllAfrica, 2021). While according to the Africa Centers for Disease Control and Prevention (Africa CDC) during the same time, Covid-19 cases in Africa reached

5,873,990 with 150,517 death and 5,117,334 recoveries (ACDC, 2021). In the African continent, South Africa was the most drastically affected country, with more than 1.87 million infections. There are 23 countries on the continent that have so far experienced a third wave of infections, with Senegal and Malawi Uganda, the Democratic Republic of Congo, Namibia, Zambia, Rwanda, Tunisia and South Africa being the worst hit (Mwai, 2021). However as of June 24, 2021, the number of COVID-19 cases in Africa were about 5,363,727 that represented 2.97 percent of all the corona virus infections globally. At the same time, the COVID 19 cases all over the world were over 180.7 million people, leading to almost the death of 3.92 million people, and about 165.4 million recoveries (Statistica, 2021) as indicated on figure 3 below.



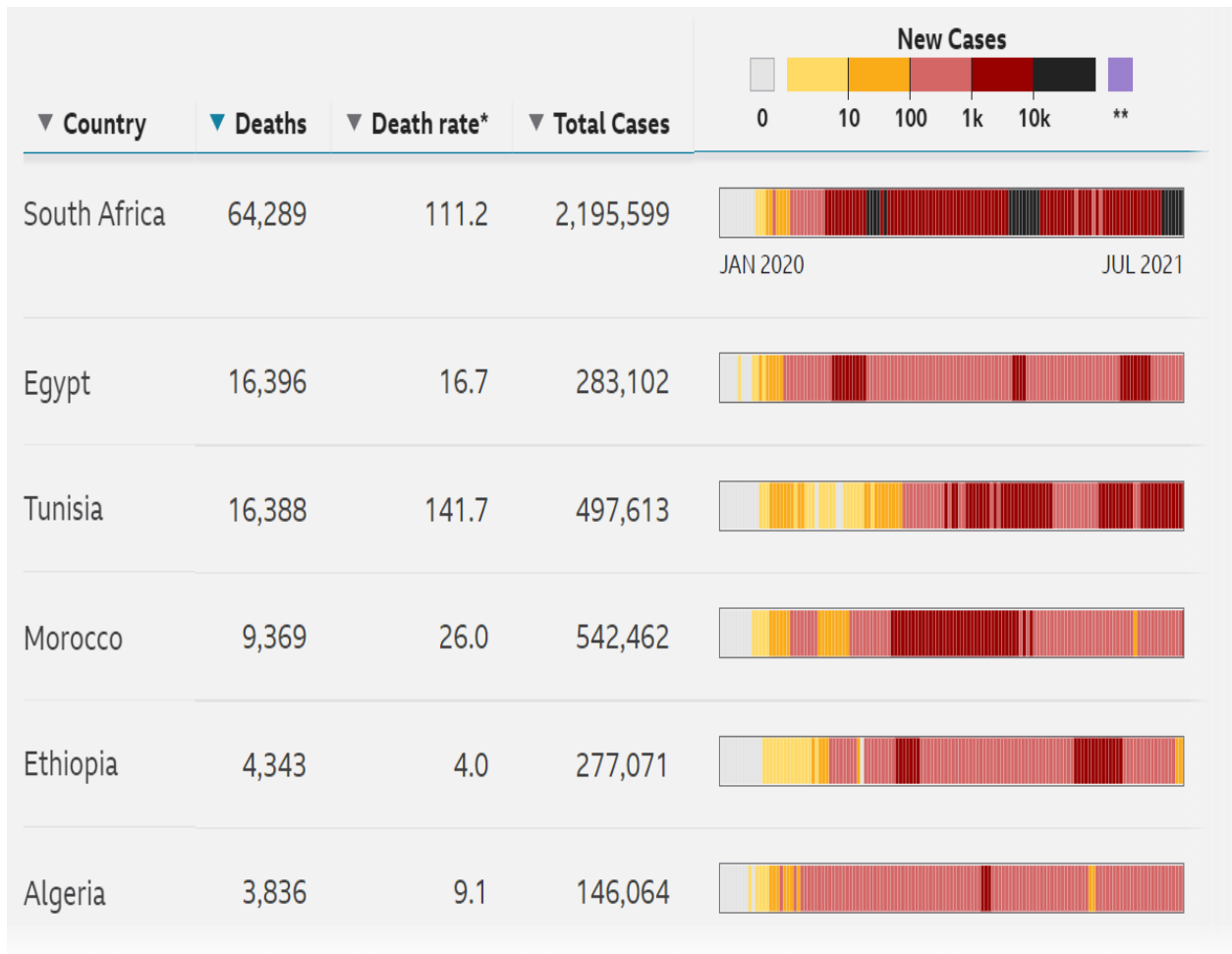
Source: Statistica (2021)

Figure 3: Number of COVID-19 cases in the African continent as of June 24, 2021

From the figure 3 above, as of June, 24th 2021, there was a total of 5, 363727 cases of COVID 19 in Africa. The countries with the highest number of corona virus on the African continent include; South Africa having the highest number of cases of 1, 877143, followed by Morocco with 528, 180 cases of COVID 19, Tunisia with 395362 cases of COVID 19, Egypt with 279184 cases of COVID 19, and Ethiopia with 275601 cases of COVID 19.

According to Mwai (2021), 23 countries in Africa have now experienced a third wave of the COVID 19 pandemic, where Malawi and Senegal are the most currently African countries that have been affected by the corona virus. Out of the total of those 23 countries in Africa, 13 nations are susceptible and pronevulnerable to a more

intense 2nd and third waves than before (ACDC, 2021). African countries such as the Democratic Republic of Congo, Rwanda, Namibia, Tunisia, Zambia and Uganda have now been the worst to be hit by the corona virus during the 2nd and third waves as a result of inefficient use of public health care services, poor social measures, too much public fatigue, limited access to the COVID 19 vaccine, social mixing and the spread of new variants especially delta variant from India (ACDC, 2021). Also, the Republic of South Africa has reported a substantial increase in COVID 19 cases, with Gauteng province, where Pretoria, Vereniging, Vanderbjilpark and Johannesburg are located, leading with infections (WHO, 2021) as indicated on figure 4 below.



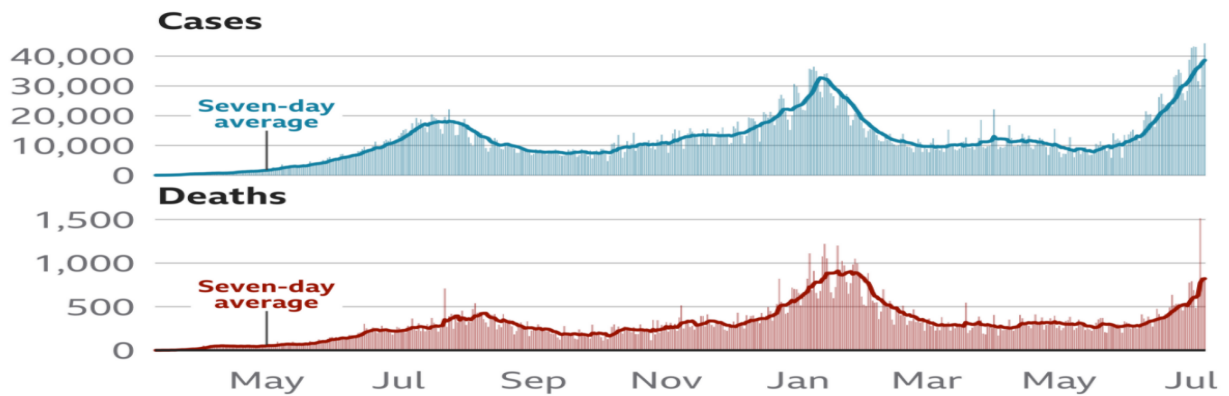
Source: Mwai (2021).

Figure 4: Countries with the highest rates of COVID 19 infections and death rates in Africa

From figure 4 above, the countries in with the highest number of corona virus on the African continent include; South Africa leads with 2,195,599 cases of COVID 19 and 64, 289 deaths, followed by Egypt Morocco with 542, 462 cases of COVID 19 and 9369 death, Tunisia with 497,613 cases of COVID 19 and 16388 death, Egypt with 283102 cases of COVID 19 and 16,396 death, and Ethiopia with 277071 cases of COVID 19 and 4,343 death.

The World Health Organization (WHO) (2020) has warned that a third wave of Covid-19 cases in Africa could get worse as new and faster spreading variants drive infections. The highly transmissible Delta variant is spreading to more and more

countries. New weekly cases have now overtaken the weekly numbers recorded at the height of the second wave in January this year. New cases have been increasing for seven weeks running and rose by an average of 28% week-on-week over the past month, according to the Africa Centres for Disease Control and Prevention (CDC). The WHO says more than 251,000 new cases were recorded in the week ending 4 July, making it the "worst pandemic week ever". The worst is yet to come as the fast-moving third wave continues to gain speed and new ground," says Matshidiso Moeti, WHO regional director for Africa. Less than 2% of the continent has been fully vaccinated as indicated on figure 5 below:



Note: Deaths on 5 July 2021 include historic deaths in Uganda that were reclassified

Source: WHO (2020)

Figure 5: Number of daily COVID cases in Africa

From figure 5 above, the daily live cases of COVID 19 in Africa have increased from 10,000 people to 40,000 people. Then the the daily death rate of COVID 19 in Africa have increased from 500 people to 1500 people.

There are 23 countries on the continent that have so far experienced a third wave of infections, with Senegal and Malawi the latest two to be affected. Of those, 13 are experiencing a more severe wave than before, the Africa CDC (2021) says, with Uganda, the Democratic Republic of Congo, Namibia, Zambia, Rwanda and Tunisia the worst hit. "This is driven by a mix of public fatigue, social mixing, ineffective use of public health and social measures, and vaccine inequity, and the spread of new variants," according to WHO director general

Tedros Adhanom Ghebreyesus. South Africa is also reporting a sustained increase in cases, with Gauteng province, where Johannesburg is located, leading with infections. The WHO (2021) believes the spread of the Delta variant (which is more transmissible) has contributed to an increase in both cases and deaths across the continent. It has been reported in 17 countries so far, and 10 out of the 16 countries currently facing a resurgence have confirmed its presence. It has been found in most of the samples that were sequenced in some countries experiencing a resurgence - for example DR Congo and in Uganda, where 66% of the cases of severe illness in people younger than 45 years have been attributed to it as indicated on figure 6 below.



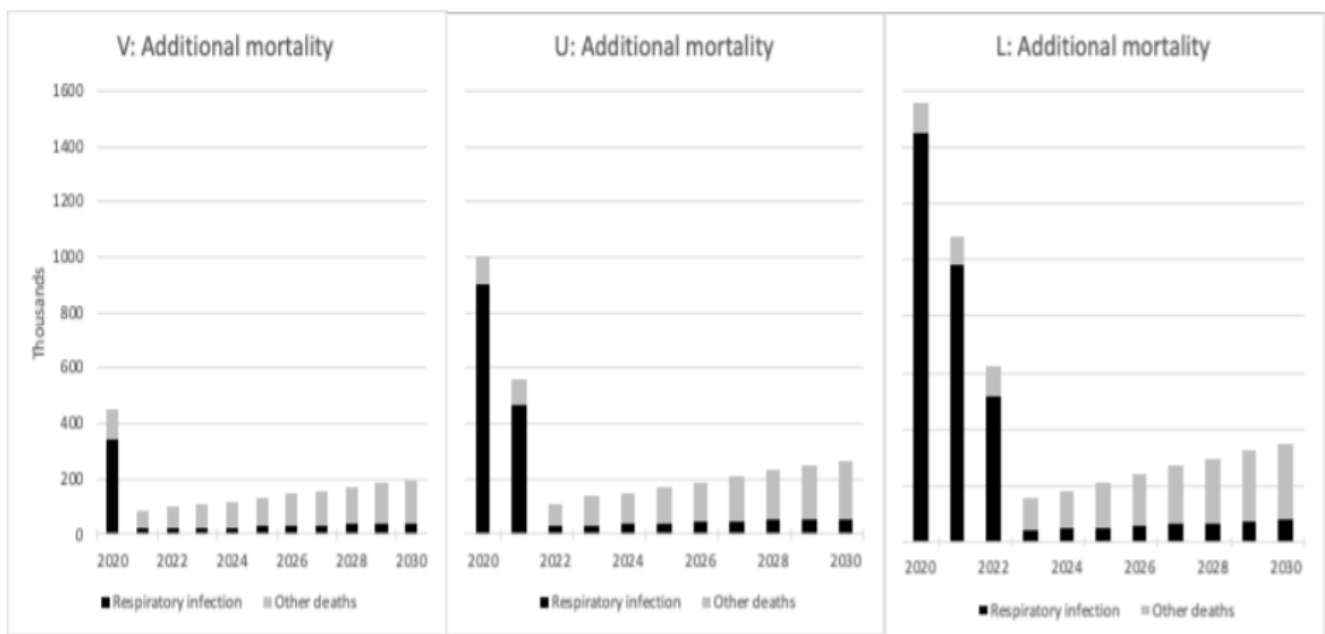
Source: WHO (2020)

Figure 6: Selected African countries experiencing a surge in COVID 19 infections

Figure 6 above indicates that Selected African countries experiencing a surge in COVID 19 infections include Tunisia, Namibia, Uganda, Zambia, Rwanda and Democratic Republic of Congo.

According to Cilliers, Oosthuizen, Kwasi, Alexander, Poee, Yeboua & Moyer (2020), findings, based on the mortality rates from the Imperial College, indicate a possibility of a different pattern fatalities caused by COVID-19 compared to fatalities caused by Ebola in DR Congo, Uganda, South Sudan, Liberia, Senegal, Gambia, Sierra Leone, Ghana, Togo, Benin and Nigeria in West Africa. Any extra mortality

associated with each of the COVID 19 cases compared to cases caused by other non and communicable diseases is presented on a common scale as indicated in Figure 3 below. The bar graph makes points to an additional respiratory death caused by COVID-19 and additional mortality from other non and communicable diseases such as malaria. Based on various scenarios of non and communicable diseases such as beyond 2020 (V scenario), 2021 (U scenario) and 2022 (L scenario), all additional mortality is being viewed as a function of the reduction in health expenditure instead of COVID-19 as indicated on figure 7 below.



Source: Cilliers et al. (2020).

Figure 7: projected mortality associated with COVID-19 in Africa.

From figure 7 above, based on findings by Imperial College, its projected that there has been V - 350 000 additional deaths in 2020, U - 900 000 additional deaths in 2020 and 470 000 in 2021; L - 1 450 000 deaths in 2020, 990 000 in 2021 and 520 000 in 2021.

The current pandemic is exposing weaknesses in the reliance of the African continent on external suppliers for its internal demand in products as strategic as pharmaceuticals. Therefore, countries

should use this opportunity to accelerate the implementation of the Pharmaceutical Manufacturing Plan of Africa and the establishment of the African Medicine Agency by prioritising investment for regulatory capacity development (AUC, 2020)]. Support the digital transformation of African economies. Digitalisation can enhance the industrial performance of companies, the diversification of the economy, as well as the improvement of the business climate, governance, transport systems,

and communication. Therefore strengthening health systems, expanding social coverage, and integrating gender-sensitive responses is way to go if the African countries are to effectively manage the COVID 19 pandemic as indicated on table 1 below.

Table 1: Fiscal measures implemented by selected African Countries

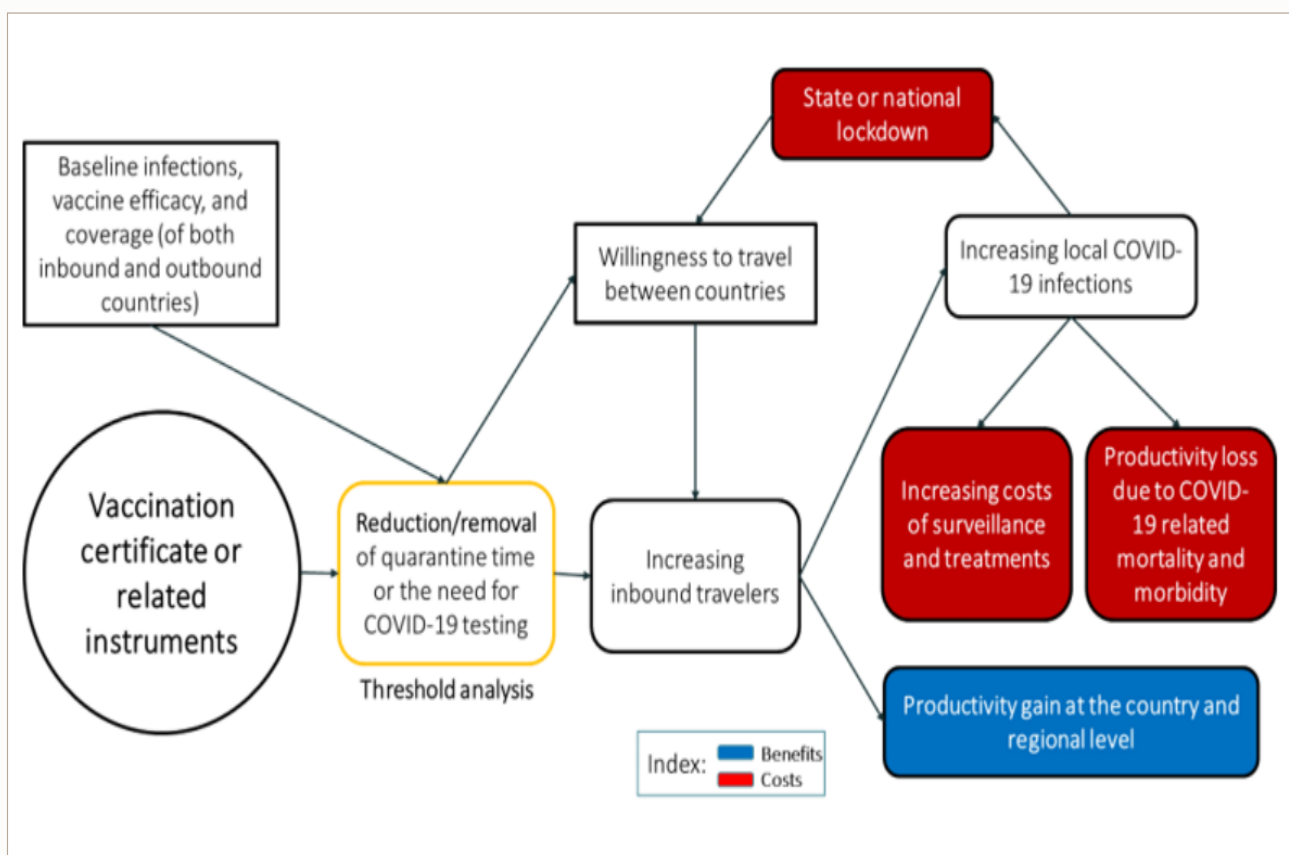
Country	Fiscal measures
Côte d'Ivoire	The government adopted an emergency response plan of CFAF 96 billion (or 0.3% of GDP). The government announced a package of CFAF 820 billion (2.3% GDP) of economic measures to protect the income of the most vulnerable segments of the population through agricultural input support and expanded cash transfers, provide relief to hard-hit sectors and firms, and support public entities in the transport and port sectors to ensure continuity in supply chains.
Egypt	The government has announced stimulus policies in the USD 6.4 billion package (EGP 100 billion, 2% GDP) to mitigate the economic impact of COVID-19.
Ethiopia	Ethiopia initially announced a Br 300 million package to bolster healthcare spending in early March. On 3 April, the Prime Minister's office announced a COVID-19 Multi-Sectoral Preparedness and Response Plan, with prospective costing of interventions. The plan is to be implemented over the following months and will require USD 1.64 billion in funding (about 1.6% GDP).
Morocco	The authorities have created a special fund dedicated to the management of the pandemic, of about 2.7% GDP financed by the government and by voluntary contributions from public and private entities which will be tax deductible. This fund will cover the costs of upgrading medical facilities and support businesses and households impacted by the pandemic.
Nigeria	A fiscal stimulus package in the form of a COVID-19 intervention fund of N 500 billion (USD 1 billion), has been approved by the President to support healthcare facilities, provide relief for taxpayers, and incentivise employers to retain and recruit staff during the downturn.
Senegal	The government has set up an emergency fund of up to CFAF 1 000 billion (7% of GDP), financed by a mix of donor contributions, voluntary donations from the private sector, and the budget. The Fund will be used to support vulnerable households and firms.
South Africa	The government is assisting companies and workers facing distress through the Unemployment Insurance Fund (UIF) and special programmes from the Industrial Development Corporation. Additional funds are being made available for the health response to COVID-19, workers with an income below a certain threshold will receive a small tax subsidy during the next four months, and the most vulnerable families will receive temporarily higher social grant amounts for the next six months. A new 6-month COVID-19 grant was also created to cover unemployed workers that do not receive grants or UIF benefits and the number of food parcels for distribution was increased. Funds are available to assist SMEs under stress.
Uganda	The authorities have used part of their Contingency Fund in the FY2019/20 budget to finance approximately 1/5 of the Ministry of Health Preparedness and Response Plan from January to July 2020 (about USD 1.3 million from a total of USD 7 million). The government has passed a supplementary budget of about USD 80 million to support critical sectors such as health and security at the frontline of this pandemic. The government is working closely with the private sector and other stakeholders on measures to stimulate the economy following the COVID-19 pandemic.

Source: OECD (2020)

Table 1 above indicates that there are different fiscal measures implemented by selected African Countries of cote d'Ivoire, Egypt, Ethiopia, Morocco, Nigeria, Senegal, South Africa and Uganda.

According to Yot, Sarin, Aparna and Wanrudee (2021), since the start of 2021, the pandemic has taken a more hopeful turn with the rollout of PPP Projects for COVID-19 vaccines. As such, an increasing number of public and private sectors in many settings are considering the introduction of

COVID-19 vaccination certificates or similar instruments as a safe passage into the new normal. By facilitating the resumption of travel and economic activities, they can play an essential role in domestic and global economic recovery. While the proposition of these instruments is attractive, countries must carefully design supporting policies such as the length of quarantine period and COVID-19 tests requirements by considering the potential costs and benefits of introducing such instruments as indicated in figure 8 below.



Source: Yot, T., Sarin, K.C., Aparna, A. & Wanrudee, I. (2021).

Figure 8: assessing the impact of COVID-19 vaccination certificates

Based figure 8 above, use of vaccination certificates or related instruments can reduce the barriers to travel by removing or reducing the length of quarantine period and COVID-19 tests requirements. This can increase the willingness to travel and increase the number of travellers into a country leading to a two-step outcome. Increased

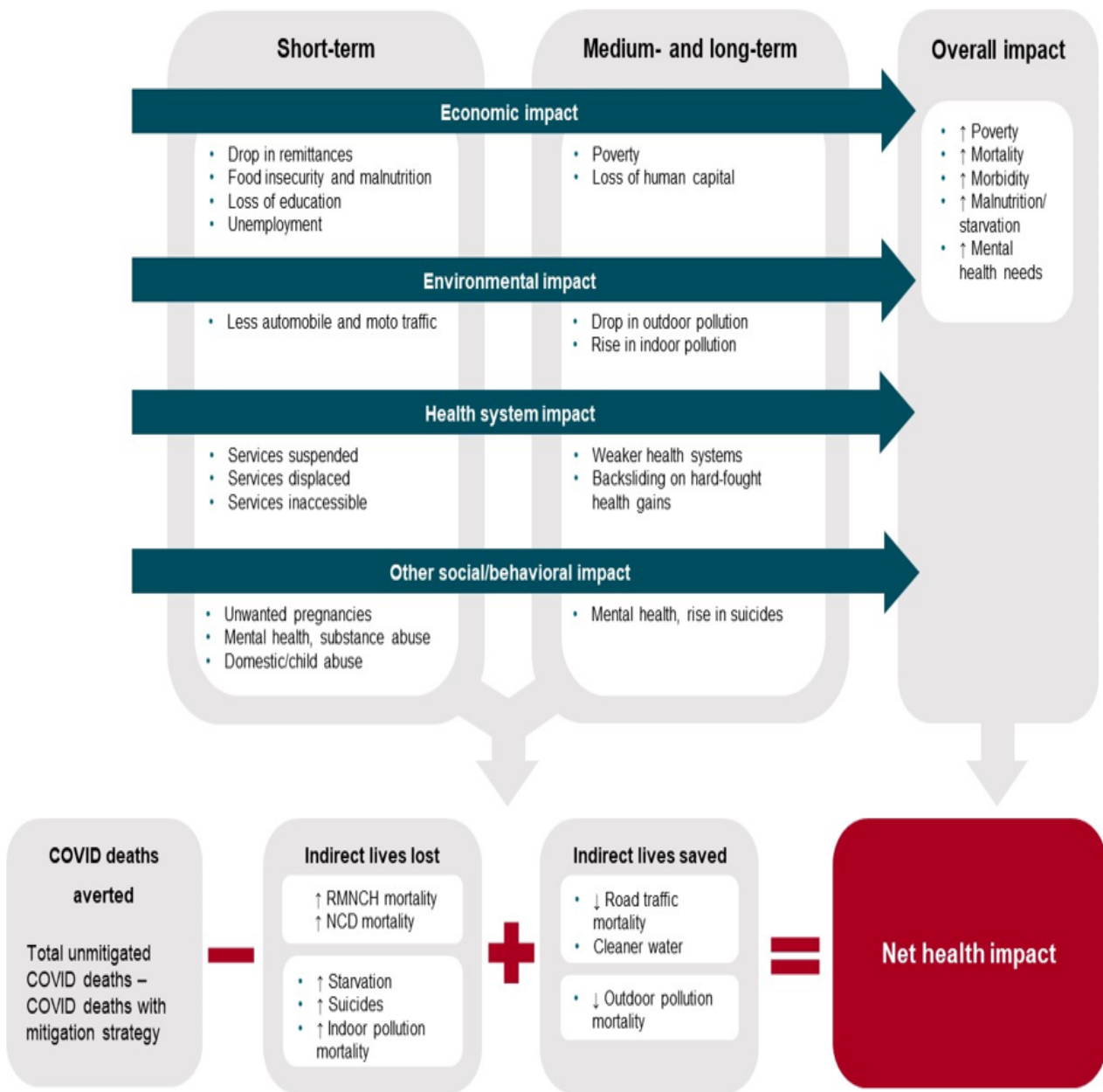
productivity at the country and regional level propelled by increased spending on tourism and business sectors. This can lead to higher household disposable income and can have a multiplier effect on other sectors and on GDP. Our framework builds on a literature review of indirect health effects in the context of previous outbreaks

and crises (Ebola, SARS, H1N1 outbreaks, and the global financial crisis), as well as the indirect impacts of COVID-19 collected in our inventory. It also draws upon a framework developed by Elston et al. (2017) following the Ebola outbreak, which we expanded to include environmental impacts, temporal considerations and link to the calculation of net health benefits. Because published studies and news reports often cover only a single health issue (e.g., maternal mortality, vaccination, HIV), our framework adds value by looking across the health sector and the various sources of disruptions that can occur during epidemics, so that the wider range of direct and indirect health impacts can inform adoption of appropriate mitigation strategies.

However, according to WHO (2020), Africa is still coming to terms with the results of a recent study indicating that the PPP projects have come up with AstraZeneca vaccine against COVID-19 provides minimal protection against mild to moderate COVID-19 disease resulting from infection with the 501Y.V2 variant, in young South African adults. Genomics is a vital part of global surveillance systems and offers huge potential for identifying changes to viruses in real time and for enhancing responses to emerging infectious diseases. The WHO and the Africa Centres for Disease Control and Prevention have jointly established a network of COVID-19 genomic sequencing laboratories across Africa in the Democratic Republic of Congo, The Gambia, Kenya, Nigeria, Senegal, South Africa and Uganda. In our view, PPP projects involving national governments, academic institutions and public-health institutions are needed for realization of the full potential of genomics in Africa. The Network for Genomic Surveillance in South Africa consortium, which sequenced 1,365 genomes and identified 16 new lineages of SARS-CoV-2 in 2020 is an example of a successful local PPP initiative worth promoting. Substantial investment is required from regional PPPs for further boosting of research infrastructure and capacity development for genomics.

According to Ling, Regan, Nemzoff, Krubiner, Anwar and Walker (2020), COVID 19 has had an

economic, social, environmental and health impact on the global economy. At the macro level, restrictions on movement, trade, and social distancing can lead to a collapse in economic activity which will affect livelihoods and access to basics (including food) and to education. COVID-19 has already been associated with increased unemployment, loss of income and increased poverty rates, and food insecurity, and has affected school attendance across the world. Environmental impact will be greater in countries where restrictions on movement and other policies aiming at introducing social distancing are in place. The secondary health impacts of environmental changes are likely to impact both sides of the equation: with reduction in mortality stemming from road traffic and outdoor pollution and increases in mortality from indoor pollution. There are actually large impacts of the lockdown on outdoor pollution in China, Italy, Spain and the US. At the micro level, it is likely that individuals will modify behaviour in response to COVID-19 and response policies. In India, a rise in emergency visits for severe alcohol withdrawal was recorded. A report from UNFPA paints a grim picture on the impact of COVID-19 on gender-based violence, unwanted pregnancies, and child marriages. Health system impact can be categorized as funding, supply chain, health workforce, infrastructure, service provision, patient access, and “covidisation.” Those sources of disruptions occur at the macro, meso, and micro levels. At the macro level, policies such as suspension of vaccination campaigns have impacted access by populations. At the meso level, entire facilities (including hospitals) have been repurposed to care for COVID-19 patients. At the micro level, individuals may avoid seeking care because of fear of contracting the virus as indicated on figure 9 below.



Source: Ling, Regan, Nemzoff, Krubiner, Anwar and Walker (2020)

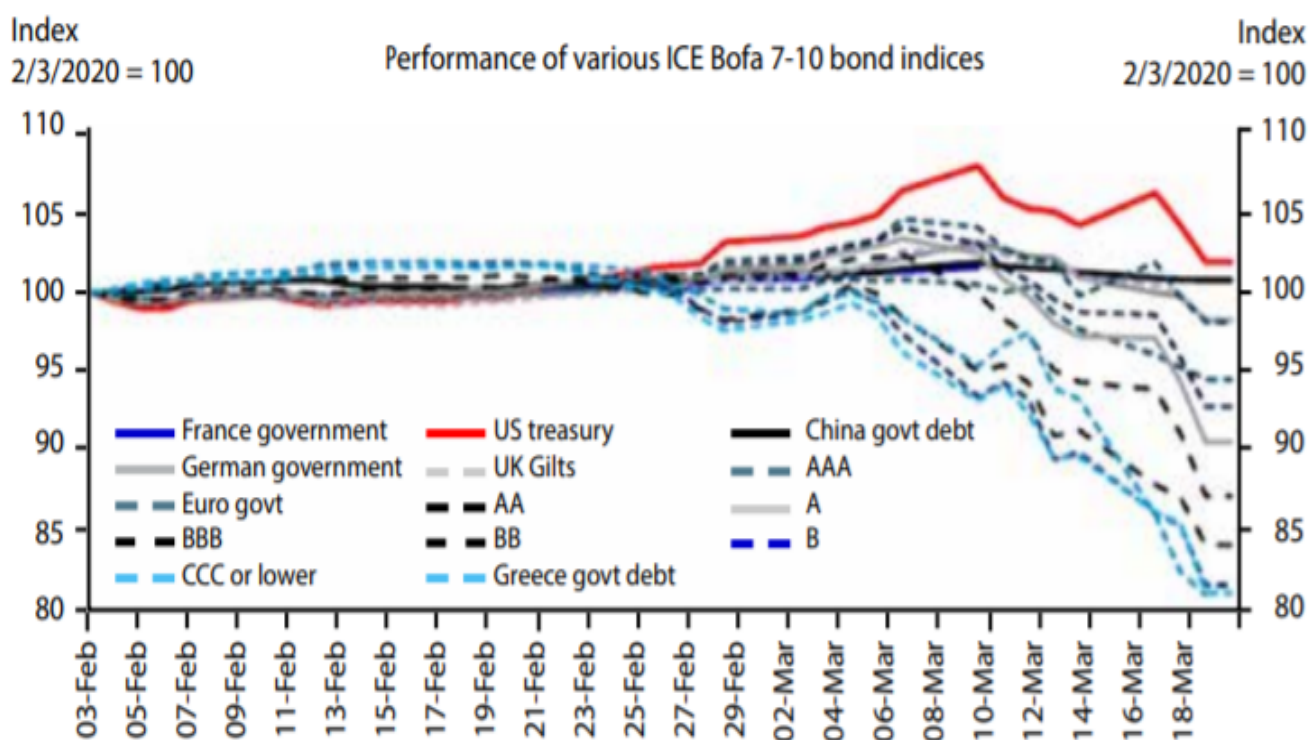
Figure 9: Framework for identifying indirect health impacts of COVID-19

The figure 9 above indicates that the framework is organized around four interrelated sets of considerations (economic, environmental, health systems, and social/behavioural), which we discuss below (a comprehensive review of the COVID-19 literature is in our paper). What causes indirect mortality is multifactorial. We also expect the impacts to be overwhelmingly negative, although there could be positive impacts for some

conditions and causes of mortality (e.g., outdoor pollution or road traffic injuries). The impacts may also trigger losses (or gains) in health in the short, medium, and long term. For instance, losses due to lack of access to maternal health services may be fairly immediate, whereas losses due to lack of hepatitis B vaccination could take a generation to materialise.

According to the United Nations Development Program (UNDP) (2020), the dynamics of the COVID 19 are such that, in the absence of non-pharmaceutical interventions (NPIs) such as lock downs, it overwhelms the capacity of national health care systems. Hence, governments choose to enact NPIs to contain the spread of the COVID-19 pandemic. South Korea and China have contained the epidemic and are relaxing NPIs. These cases are encouraging but the jury is still out on whether there can be a second epidemic outbreak in those countries after social distancing policies are relaxed.² The NPIs designed to contain the COVID-19 pandemic, like restrictions on the movement of people and social distancing

measures, are expected to have a large impact on economic activity all over the world. There is a global liquidity shock that entails massive portfolio shifts from riskier assets to safer liquid assets. For emerging economies, this implies capital outflows, an increase in their costs of funding, and a drop in the value of their currencies. In a social distancing environment, many firms experience negative value added as the cost of inputs exceeds gross production. Firms are unable to sell their goods and services but they still have to pay the wage-bill, service their debts, pay rents and taxes. Extended periods of lock downs will have several further deleterious effects on the economy in indicated in figure 10 below.



Source: United Nations Development Program (UNDP) (2020)

Figure 10: COVID-19 and global financial markets- Evolution of credit spreads among different credit ratings

Based on figure 10 above, the drop in industrial production between December 2019 and February 2020 in countries such as China was close to 25%. Investment in fixed assets, a gauge of construction activity, slid 24.5% during the same period, reversing growth of 5.4% in 2019. Retail sales

tumbled 20.5% in the first two months of the year –typically a boom season for consumption– compared with growth of 8.0% in December 2019. As of March 20, 2020, in the US, JP Morgan expects a cumulative fall of output in 2020:

According to UN (2020), public finance rushed to the fore during the first months of the Covid-19 crisis as central banks, development banks and Export-Import banks provided urgent liquidity to rescue firms and households. Only governments provide this relief and public finance will also do the heavy lifting for the recovery and reconstruction needs ahead. Investment must be long-term, patient, catalytic and ideally on concessional terms – the basic mandate of public finance. Even before Covid-19, public finance provided around 90% of infrastructure

investment in developing countries, and it can also be cheaper than other complex financial engineering instruments. The COVID-19 crisis will cause a dramatic fall in foreign direct investment (FDI). Global FDI flows are forecast to decrease by up to 40 per cent in 2020, from their 2019 value of \$1.54 trillion. This would bring FDI below \$1 trillion for the first time since 2005. FDI is projected to decrease by a further 5 to 10 per cent in 2021 and to initiate a recovery in 2022 as indicated in figure 11 below

	Impact*			Complexity*	
	Liquidity	Solvency	Targeted countries	Agreement needed	Other challenges
G20/PC DSSI					
Extension 1-3 years	█		All	G20	Uncertainty
Broaden scope of eligible countries	█		MICs	G20	Level of official debt in MICs
Address multilateral debt or equivalent	█		LICs/LDCs	G20/ MDB shareholders	Net financing flows; MDB credit ratings
Private sector participation	█		LICs/LDCs with private creditors	Private Creditors (see DG V)	Incentives and credit ratings
Near term debt relief measures					
Immediate debt cancellations	█	█	LICs/LDCs	Bilateral/ multilateral	Eligibility and size
Reprofile debt	Official debt: █		LICs/LDCs/ MICs	Bilateral	Coordination and credit ratings
	Commercial: █		LICs/LDCs/ MICs	Commercial	
Debt swaps	Official debt: █	█	all countries/	Bilateral	Conditionality and need for 3 rd party funding
	Commercial: █	█	all countries/ bond debt at discounts	3 rd party/ IFIs	
Resilience funds (e.g. regional)	█	█	Multilateral/ Regional	Multilateral/ Bilateral	Conditionality
Debt buy-backs/funds	█	█	Countries with bond debt at discounts	Multilateral/ Bilateral (funds)	Need for 3 rd party funding
Support market access	█		LDCs/LICs with market access	Bilateral/IFIs	Adds to the debt burden

Source: United Nations (Un) 2020.

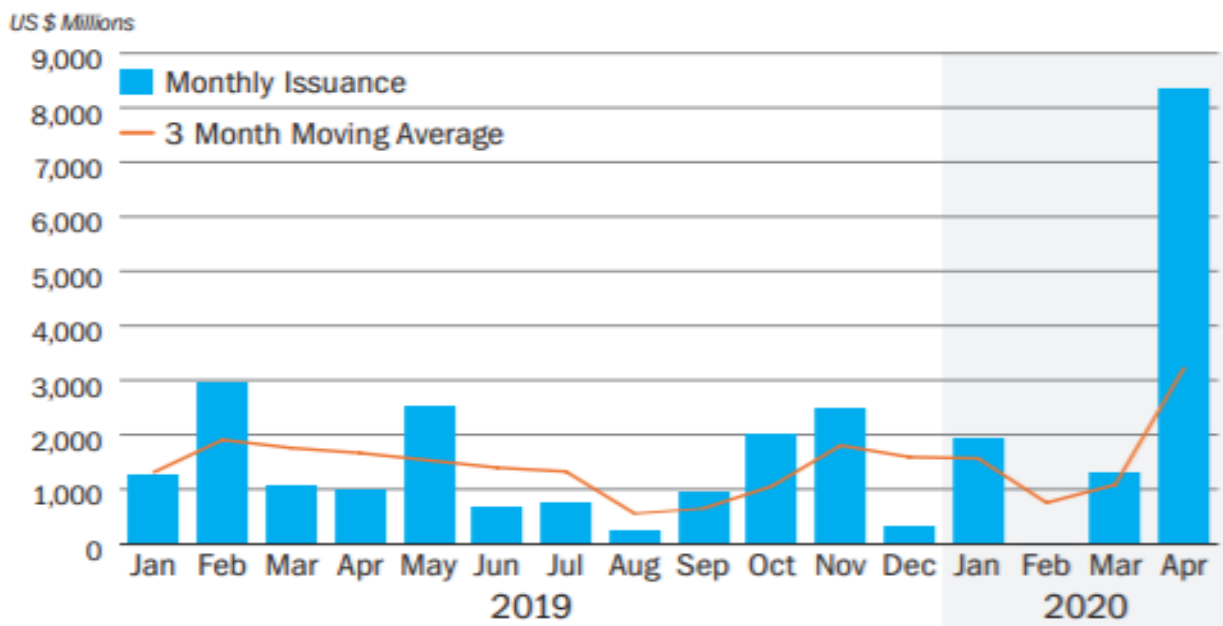
Figure 11: Policy Options of Financing for Development I n the Era of Covid-19

Based on figure 11 above, FDI flows to Africa are forecast to fall by 25 to 40 per cent in 2020. FDI flows to developing Asia are projected to fall by 30 to 45 per cent. FDI in Latin America and the Caribbean is expected to halve in 2020. FDI flows

to economies in transition are expected to fall by 30 to 45 per cent. The outlook for FDI in structurally weak and vulnerable economies is extremely negative (up to - 50 %).

According to International Finance Corporation of WB (2021), the recent COVID-19 pandemic and the attempts to limit the spread of the virus have caused enormous economic disruptions, including a sharp decrease in consumption and investment, as well as a reduction of the labor supply and consumption globally. Investment grade companies have increased liquid borrowings to strengthen their balance sheets as they foresee a sustained economic slowdown. While the coronavirus outbreak has dampened the issuance of green bonds, it has also spurred the issuance of

social and sustainability bonds, as issuers were looking to raise capital for COVID-related socioeconomic expenses. As a result, social bond issuances have skyrocketed since the start of the pandemic, with the first quarter of 2020 recording the highest level of social bond issuances in history. For example, the Luxembourg, London, and Nasdaq stock exchanges reduced fees on COVID-19 related social bonds.¹⁶⁸ Bursa Malaysia in late March expanded its list of margin financing collaterals to instruments such as bonds as indicated on figure 12 below.



Source: International Finance Corporation of WB (2021)

Figure 12: Effect of COVID 19 on issuance of bonds

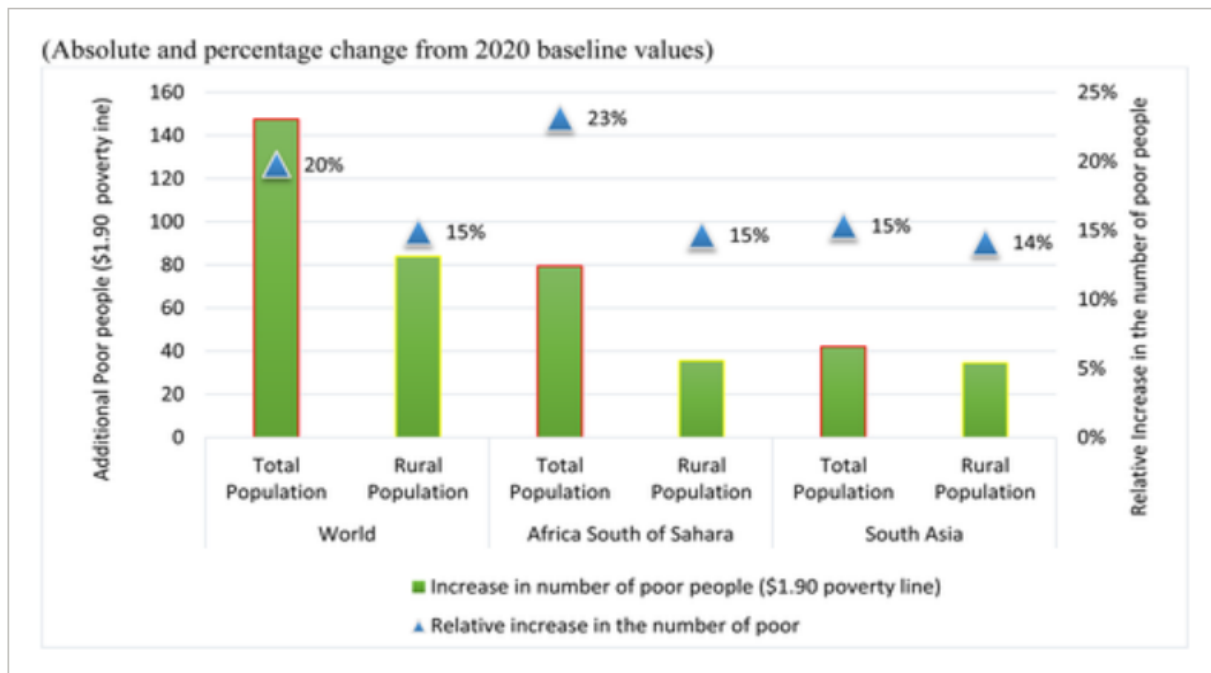
Based on figure 12 above, investment companies have increased liquid borrowings to strengthen their balance sheets as they foresee a sustained economic slowdown. Global bond issuances increased by 8 percent in the first quarter of 2020. By June 2020, global corporate bond issuance stood at \$6.4 trillion, which was already 71 percent of the total for 2019. In the early days of the crisis, the cumulative issuance of green, social, and sustainability bonds dropped considerably—by 14 percent compared to 2019, and by 32 percent compared to 2019. The decline in green bond volumes may be partially attributed to the collapse of the Chinese green bond market,

which suffered early consequences of the COVID-19 pandemic, as well as to other geopolitical and macroeconomic factors, including the uncertain economic outlook.

According to Laborde, Will and Vos (2020), without social and economic mitigation measures such as fiscal stimulus and expansion of social safety nets in the global South (scenario assumption), the impact on extreme poverty (measured against the PPP\$1.90 per person per day international poverty line) is devastating as shown in Figure 7 below. Accordingly, it is estimated that, in sub-Saharan Africa, the number

of poor people could increase by 15% in rural areas, but as much as 44% in urban areas. In this scenario, the number of poor people in South Asia

is projected to increase by 15% or 42 million people as indicated on figure 13 below.



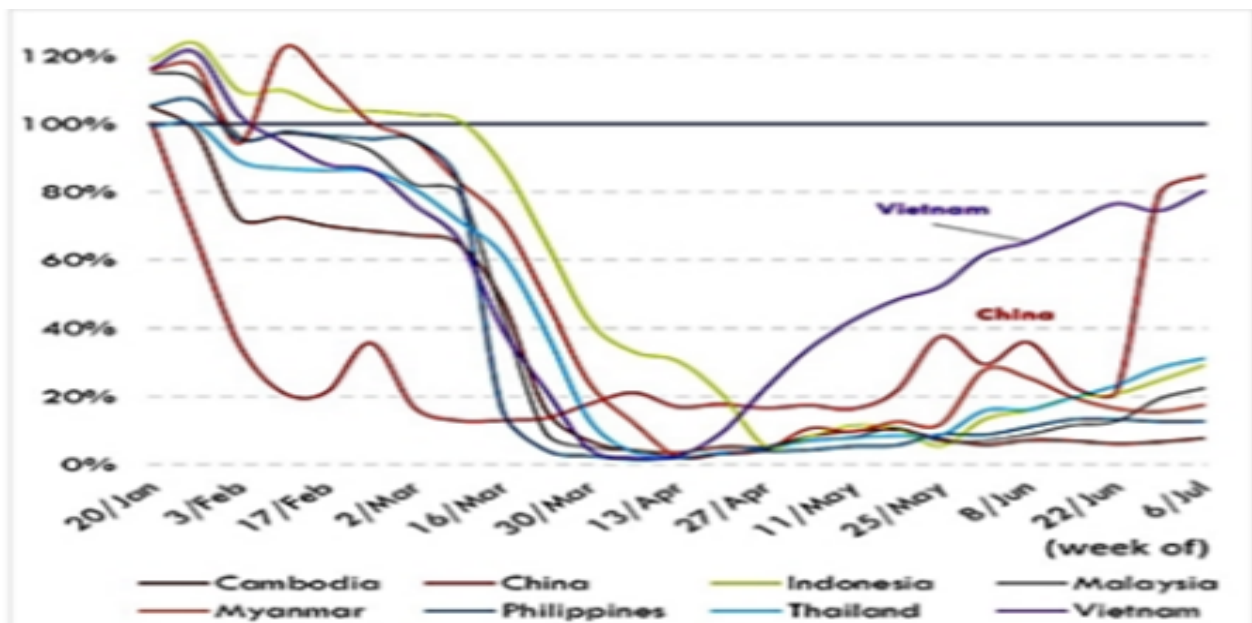
Source: Laborde, Will & Vos (2020).

Figure 13: Global and Regional Poverty Impacts of COVID 19

Based on figure 13 above, the number of poor increases by 20% with respect to the situation in the absence of COVID-19, affecting urban and rural populations in Africa south of the Sahara the most, as 80 million more people join the ranks of the poor, a 23% increase. The poverty increase in rural areas is expected to be smaller than that in urban areas, partly because of the lower rate of transmission of the disease and partly because of the robustness of demand and supply for food relative to many other, more vulnerable sectors.

potential growth of the global economy, and which, in turn, also affects the strength of recovery of the region. The current crisis has adversely affected the productive capacity of the region’s economy – from trade and investment, to travel and tourism, to manufacturing and services. The pandemic has turned itself into an unprecedented uncertainty, with potentially devastating impact on economy and society as indicated on figure 14 below.

According to Association of Southeast Asian Nations (ASEAN) (2020), while the human costs vary in the region, the economic impact of COVID-19 is significant and broad-based. At the onset of the pandemic, the financial market slumped, while the normal course of production, trade, and distribution, disrupted by travel and movement restrictions. Looking at today’s crisis, regional and global recovery is hard to predict with certainty as everything depends on how the pandemic plays out and how it affects the



Source: Association of Southeast Asian Nations (ASEAN) (2020).

Figure 14: Impact of COVID 19 on Aviation and Tourism

Based on the figure 14 above, after expanding by an average of 5.3% over the last decade, the ASEAN region is now projected to contract by 3.8%¹ in 2020, the first decline in economic growth in 22 years. Majority of ASEAN Member States (AMS) are expected to experience recession this year, some deeper than others; while the remaining few will see either stagnation or a much more modest growth. Preliminary data for the first and second quarters of 2020 already point to this possibility. Malaysia, Singapore, Thailand, and Philippines experienced double-digit contractions in the second quarter of 2020

V. CONCLUSION AND RECOMMENDATIONS

Many nations are currently looking forward to the use of PPP projects to recover their economies during the uncertain times of COVID 19 pandemic. Countries are using PPP projects to develop infrastructure that is badly needed for dealing with corona virus during such uncertain times of COVID 19 pandemic. Such PPP projects are being used to manufacture, distribute and administer COVID 19 vaccines to the affected citizens during these uncertain times in both developed and developing countries. This has

enabled countries to open up their economies after numerous imposed lock downs since COVID 19 had caused a negative impact on their economies. This has led to short term benefit to the citizens of different countries arising from the use of PPP projects to provide COVID 19 vaccines. Much as there is no standard intervention to the crisis caused by COVID 19 pandemic, PPP projects have provided a reliable solution for dealing with COVID 19 pandemic in the most effective and efficient manner. Based on the analysis, this book chapter confirms that effects of COVID 19 on global economy is enormous in both developed countries of North America, China and Asia Pacific in addition to developing countries such as those of Latin America, Caribbean, Orient, SubSaharan Africa and South East Asia. There is therefore need for countries to use PPP Projects to balance their budgets for the different sectors of the economy during the economic melt downs caused by COVID 19 pandemic. Governments should as such, be able to provide leaderships in negotiating and providing guarantees to international lenders of PPPs for responding to the crisis caused by COVID 19 pandemic to provide debt restructuring with the objective of extending debt tenure and

lowering interest by spreading it over the same extended period. Further to this, Governments should alongside PPP concessionaires be able to provide guarantees for such arrangements to ensure continuous flow of finance to the PPP projects during such difficult COVID 19 period. To ensure survival in the hard times now and ahead there is need to provide conducive political, economic, social, technological, policy and legal environments to such PPP concessions needed to respond to the vagaries of COVID 19 pandemic.

REFERENCES

- Ahmad, N. (2020). Public-Private Partnerships during COVID-19: time to ask some questions: Beyond the COVID Curve, Law and Ethics, Security, October 30, 2020.
- Albalade, D., Bel, G., Bel-Piñana, P. and Geddes, R.R. (2015) 'Risk mitigation and sharing in motorway PPPs: a comparative policy analysis of alternative approaches', *Journal of Comparative Policy Analysis: Research and Practice*, Vol. 17, No. 5, pp.481–501.
- Alliance For multilateralism (2021). The need for strong global cooperation and solidarity to fight COVID-19.
- Arimoro, A. (2021). The Corona Virus (COVID-19) Pandemic and the Challenge of Healthcare Infrastructure in Nigeria: what Role for Public-Private Partnerships? *Theoretical and Applied Law*, 2020. No. 3(5). Pp. 18-33, Nottingham Trent University, 28 Mar 2021.
- Asian Development Bank (2021). Covid-19 And Public-Private Partnerships In Asia And The Pacific Guidance Note February 2021 Covid-19 And Public-Private Partnerships In Asia And The Pacific Guidance Note.
- Association of Project Managers Group International (APMG) (2020). PPPs and Covid-19: Your Questions Answered. Answered to received several questions from delegates during the 'PPPs and Covid-19 Webinar'.
- Association of Southeast Asian Nations (ASEAN) (2020). Comprehensive Recovery Framework: Final Adopted at 37th ASEAN Summit.
- Attridge, S. & Gouett, M. 2020. DFI health investments as a Covid-19 response The need for more risk-taking and innovation, May 2020.
- Baker, S.R., Bloom, N., Davis, S.J. and Terry, S.J. (2020) Covid-Induced Economic Uncertainty,
- No. w26983, National Bureau of Economic Research.
- Baldwin, R. and Tomiura, E. (2020) 'Thinking ahead about the trade impact of COVID-19', *Economics in the Time of COVID-19*, p.59.
- Baxter, D. (2020).157 Public-Private Partnership (PPP) Practitioners from 69 Countries Share their Insights on the Status of PPPs in the Pandemic Epoch, June 15, 2020.
- Baxter, D. & Casady, C.B. (2020) 'Pandemics, public-private partnerships (PPPs), and force majeure', *Corona virus (COVID-19) Expectations and Implications*.
- Baxter, D. & Casady, C. B. (2020). Proactive and Strategic Healthcare Public-Private Partnerships (PPPs) in the Coronavirus (Covid-19) Epoch; 23 June, 2020, <https://doi.org/10.3390/su12125097>.
- Baxter D. & Carter B. C. (2020). A Coronavirus (COVID-19) Triage Framework for (Sub) National Public-Private Partnership (PPP) Programs, June 2020.
- Butcher, J. (2020). Public-Private Virtual-School Partnerships and Federal Flexibility for Schools during COVID-19; Special Edition Policy Brief, Goldwater Institute, March 25, 2020.
- Calugareanu, I. & Bulat, V. (2022). World Practice in the Evolution of Public-Private Partnership of Infrastructure Projects; *International Journal of Economics, Business and Management Studies*, Online Science Publishing, vol. 9(1), pages 1-12. <https://ideas.repec.org/a/onl/ijebms/v9y2022>.
- Caribbean Development Bank (CDB). 2017. Caribbean public-private partnerships (PPP) Toolkit |Delivering infrastructure and improving service delivery. [https://publications.iadb.org/publications/english/document/Caribbean-Public-Private-Partnerships-\(PPP\)-Toolkit-Developing-Infrastructure-and-Improving-Service-Delivery.pdf](https://publications.iadb.org/publications/english/document/Caribbean-Public-Private-Partnerships-(PPP)-Toolkit-Developing-Infrastructure-and-Improving-Service-Delivery.pdf)[GoogleScholar]
- Carter, B. C. & Baxter, D (2020). Pandemics, public-private partnerships (PPPs), and force

- majeure; COVID-19 expectations and implications.
21. Casady, C. B. & Baxter, D. (2021). Procuring Healthcare Public-Private Partnerships (PPPs) Through Unsolicited Proposals During the COVID-19 Pandemic, *Journal of Public Procurement* June, 2021.
 22. Casady, C.B., et al., 2020. (Re)defining public-private partnerships (PPPs) in the new public governance (NPG) paradigm: an institutional maturity perspective. *Public management review*, 22 (2), 161–183. [Taylor & Francis Online], [Web of Science ®], [Google Scholar].
 23. Center for Disease Control and Prevention (CDC) (2021). COVID-19 Forecasts: Deaths Reported and forecasted new and total COVID-19 deaths as of June 28, 2021
 24. Christina, P. (2020). Making PPP legal frameworks fit for post-COVID-19; Published on Getting Infrastructure Finance Right, September 24, 2020.
 25. Chetty, R., Friedman, J.N., Hendren, N. and Stepner, M. (2020) How did Covid-19 and Stabilisation Policies Affect Spending and Employment? A New Real-Time Economic Tracker Based on Private Sector Data, No. w27431, National Bureau of Economic Research.
 26. Darrin, G. & Shannon, C. (2020). Where to now for the PPP Model? What does the PPP market look like today? Providing flexibility within the PPP model: Western Roads Upgrade case study .
 27. Dermot, D. 2021.UN World Tourism Organization confirms 2020 as “worst year on record: The Moodie Davitt Report, 28 January 2021.
 28. European Centre for Development Policy Management (ECDPM) (2020). COVID-19 and international cooperation; Making policies work.
 29. Federation of Indian Chambers of Commerce and Industry (FICCI) (2020). Protecting India: Public Private Partnership for vaccinating against COVID-19, December 2020
 30. Greene, K., Huber, K. & McClellan, K. 2021. Building Public-Private Partnerships to Support Efficient and Equitable COVID-19 Vaccine Distribution, Access, and Uptake, April 12, 2021.
 31. Gustavsen, K & Hanson, C. (2009). Progress In Public-Private Partnerships to Fight Neglected Diseases: *Health Affairs* vol. 28, No. 6: Meeting Hiv/Aids Costs; Fighting Neglected Diseases, November/December 2009.
 32. Hall, D. (2009). A crisis for public-private partnerships (PPPs), Public Services International Research Unit, UK. Available from: <https://core.ac.uk/download/pdf/67412.pdf>.
 33. Hamed, S., Sadegh, S., Ibrahim & Mehrab, S. S. (2020). Public-Private-People Partnerships (4P) for Improving the Response to COVID-19 in Iran; Published online by Cambridge University Press, 24 June 2020.
 34. Hamel, G., and Välikangas, L., 2003. The quest for resilience. *Harvard Business Review*, September Issue. [Google Scholar].
 35. Hunt, C. H. & Noble, G. (2020). Reconsidering PPPs in Developing Countries; How governments can use PPP renegotiations to adapt infrastructure, November 23, 2020.
 36. International Finance Corporation of WB (2021). How Firms are Responding and Adapting During COVID-19 and Recovery: Opportunities for accelerated inclusion in emerging markets.
 37. International Monetary Fund (IFM) (2020). “Well Spent: How Strong Infrastructure Governance Can End Waste in Public Investment”, <http://dx.doi.org/10.5089/9781513511818.071>.
 38. International Development Bank (IDB) Invest (2020). Guidance for infrastructural projects on COVID 19: A rapid risk profile and decision frame work.
 39. Ivailo, I., Sandeep, M., Lalita, M., & Gallina, A. (2020). A policy framework for mitigating the economic impact of COVID-19: Future Development, Monday, April 20, 2020.
 40. June, P. & Eunbin, C. (2020). Learning from past pandemic governance: Early response and Public-Private Partnerships in testing of COVID-19 in South Korea.
 41. Kaseje, N. (2020, March). Why Sub-Saharan Africa needs a unique response to COVID-19. In Published by World Economic Forum on

- (Vol. 30).Nuwagira, E., & Muzoora, C. (2020). Is sub-Saharan
42. Kei, E., Alberto G. & Jurian, O. (2020). Coming to Financial Close in PPPs: Identifying Critical Factors in the Case of Toll Road Projects in Indonesia, April 27, 2020.
 43. Laborde, D., Will, M. & Vos, R. (2020). Impacts of COVID-19 on global poverty, food security, and diets: Insights from global model scenario analysis, 08 April 2021.
 44. Ling, Y. C., Regan, L., Nemzoff, C., Krubiner, C., Anwar, Y. & Walker, D. (2020). A Framework for Identifying the Sources of Indirect Health Effects of COVID-19, July 1, 2020.
 45. Loosemore, M., and Hughes, W., 2002. Reactive crisis management in constructive projects—patterns of communication and behaviour. *Journal of Contingencies and Crisis Management*, 6 (1), 23–34. [Crossref], [Google Scholar].
 46. Loosemore, M., Raftery, J., and Reilly, C., 2006. Risk management in projects. Milton Park, UK: Taylor & Francis. [Google Scholar].
 47. Maude, V. (2020). Another Unknown in Post-COVID PPPs in Africa: The Resumption of Foreign Direct Investment, Oct 06, 2020.
 48. McKibbin, W. and Fernando, R. (2020) ‘The economic impact of COVID-19’, *Economics in the Time of COVID-19*, p.45.
 49. McKevitt, D. M., Flynn, A. and Davis, P. (2014) ‘Public buying decisions: A framework for buyers and small firms’, *International Journal of Public Sector Management*, 27(1), pp.94–106. doi: 10.1108/IJPSM-11-2012-0144.
 50. MacMillan, C. (2021) ‘Covid-19 and the problem of frustrated contracts’, *King’s Law Journal*, pp.1–11.
 51. Manana, K. & Tristan, J. (2020). Managing service concession relationship and relevant liabilities management and administration department, Tbilisi state university and accounting and finance department, Free university.
 52. Milligan, E., Malathi, N., and Yaszko, C. (2020). Corporate contracts get a rewrite for the post-pandemic era [online]. *Bloomberg Businessweek*. Available from: <https://www.bloomberg.com/news/articles/2020-05-06/l-brands-wework-fights-point-to-pandemic-premium-in-deals-ahead> [Accessed 14 May 2020]. [Google Scholar].
 53. Mohamed, S. S. (2020). Challenges of Public Private Partnership in Supporting Governance and Development in Sierra Leone: Wellington Masiaka Toll Road Project. A Research Paper presented from the Hague, Netherlands, December 2020.
 54. Muthoni, N. G. & Wang, B. (2019). Belt and Road Initiative in Africa: The Impact of Standard Gauge Railway in Kenya, August 12, 2019 Research Article.
 55. National Academies of Sciences, Engineering, and Medicine (NASEM) (2020). Public–Private Partnership Responses to COVID-19 and Future Pandemics: Proceedings of a Workshop—in Brief. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25999>.
 56. Nduhura, A., Nuwagaba, I., Thekiso Molokwane, T., Settumba, J. P. Lukamba, M.T. 2020. Public Private Partnerships: Systematic Review of Available Models for Improving Healthcare December 2020.
 57. New Community Program (NCP) Research Paper, 2020. Impact of Covid-19 on Public-Private Partnerships, November 2020.
 58. Nicola, M., Alsaifi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C. and Agha, R. (2020) ‘The socio-economic implications of the corona virus and COVID-19 pandemic: a review’, *International Journal of Surgery*.
 59. Nuwagaba, I. (2019). An assessment of Public Private Partnerships in the roads sector. A case of Uganda National Roads Authority: North West University, Vaal Triangle Campus, South Africa.
 60. Nuwagira, E., & Muzoora, C. (2020). Is sub-Saharan Africa prepared for COVID-19?. *Tropical medicine and health*, 48(1), 1-3.
 61. Oehmen, J., et al., 2020. Risk, uncertainty, ignorance and myopia: Their managerial implications for B2B firms. *Industrial Marketing Management*, 88, 330–338. [Crossref], [Web of Science ®], [Google Scholar].
 62. Organisation for Economic Co-operation and Development (OECD) (2021). COVID-19 and a

- new resilient infrastructure landscape: OECD Policy Responses to Coronavirus (COVID-19), 22 February 2021.
63. OECD (2020a), “Beyond Containment: Health Systems Responses to COVID-19 in the OECD”, <http://www.oecd.org/coronavirus/policy-responses/beyond-containment-health-systems-responses-to-COVID-19-in-the-oecd-6ab740c0/>
 64. OECD (2020e), “OECD Economic Outlook Interim Report, September 2020”, https://read.oecd-ilibrary.org/economics/oecd-economic-outlook/volume-2020/issue-1_34ffc900-en#page12.
 65. OECD (2020l), “Schooling Disrupted, Schooling Rethought”, https://read.oecd-ilibrary.org/view/?ref=133_133390-1rtukncohi&title=Schooling-disrupted-schooling-rethought-How-the-COVID-19-pandemic-is-changing-education.
 66. OECD (2020m), “OECD Recommendation on the Governance of Infrastructure”, <http://www.oecd.org/gov/infrastructure-governance/recommendation/>.
 67. OECD (2020). Managing the crisis across levels of government: OECD Policy Responses to Coronavirus (COVID-19), 10 November 2020.
 68. OECD (2019a), “Good Governance for Critical Infrastructure Resilience”, <https://doi.org/10.1787/o2foe5a0-en>.
 69. Okoi, O., & Bwawa, T. (2020). How health inequality affect responses to the COVID-19 pandemic in Sub-Saharan Africa. *World development*, 135, 105067.
 70. Park, J. & Chung, E. (2021). Learning from past pandemic governance: Early response and Public-Private Partnerships in testing of COVID-19 in South Korea, April, 2021.
 71. Padil, H.M., Razak, F.A., Ahmad, N.L. and Nudin, N.A. (2020) COVID-19: The Application of the Doctrine of Frustration in a Tenancy Agreement, Thesis in Articles Compilation, p.1.
 72. Price water coopers (PwC) (2021). Innovation rollout: Valencia’s experience with public-private integrated partnerships: The third report in a series of publications jointly authored by the UCSF Global Health Group and PwC.
 73. Price water coopers (PwC) (2021a). PPPs in healthcare: Models, lessons and trends for the future; Features of common PPP models in healthcare.
 74. Research and Markets Report (2019). Project Insight - African Transport Networks; The world’s largest market research store, June, 2019.
 75. Rodney, J.Y.H. Warp-Speed Covid-19 Vaccine Development: Beneficiaries of Maturation in Biopharmaceutical Technologies and Public-Private Partnerships.
 76. Romita, M. (2020). COVID-19 is killing education budgets: are educational public-private partnerships an answer? *Journal of Professional Capital and Community*, 15 October 2020.
 77. Ryan, B. & Jay, B. (2021). Where The Latest COVID-19 Models Think We're Headed And Why They Disagree.
 78. Sahin, S., Ulubeyli, S., and Kazaza, A., 2015. Innovative crisis management in construction: approaches and the process. *Procedia – Social and Behavioral Sciences*, 195, 2298–2305. [Crossref], [Google Scholar].
 79. Shah, U. D. & Thakur, H. (2020). Pre hospital emergency medical services in Maharashtra: primary survey and analysis of response times, care provisioning, user experience and expectations from the PPP project. *Asian Pacific Journal of Health Sciences*, 2019;6(3):43-51 43.
 80. Sustainable Development Goals (SDG) Knowledge Platform (2020). Shared Responsibility, Global Solidarity – A Virtual Dialogue on SDG 17 and Public-Private Partnerships, COVID-19 Response and Recovery in the Framework of the 2030 Agenda.
 81. Sydney, H. (2020). COVID-19 Pandemic and Public Private Partnerships: Supporting Children and Young People, Pages 259-260, Published online: 25 Dec 2020.
 82. Taylor, J. R., and Van Every, E. J., 2000. *The Emergent Organization: Communication as Its Site and Surface*. Mahwah, NJ: Erlbaum. [Google Scholar].
 83. Temulin, B. & Mengzhong, Z. G. (2022). Review on the Public-Private Partnership:

- Management Studies, University, Erie, USA Jan.-Feb. 2022, Vol. 10, No. 1, pp. 1-11 <http://www.davidpublisher.com/Public/uploads/Contribute/61f376d339387.pdf>
84. Thompson, R. (2020). Covid-19 spurs region's Public Private Partnership programmes; Impact of the Covid-19 pandemic and plunging oil prices provides further impetus for the region's PPP schemes, 31 August 2020.
 85. Tshombe, L. M., & Molokwane, T. (2016). An analysis of public private partnership in emerging economies. *Risk Govern Control Fin Mar Inst*, 6(4), Virtus Enterprises, Ukraine.
 86. United Nations (2020). COVID-19 Pandemic Cost International Tourism \$320 Billion In Jan-May: 30th July, 2020 03:48 IST.
 87. United Nations (UN) (2020). Tourism losses could cost World \$4 trillion in 2020 and 2021: UN report, Geneva, June 30, 2021 11:41 IST
 88. United Nations (UN) (2020). A framework for the immediate socio-economic response to (corona virus) COVID-19, April 2020.
 89. United Nations (UN) 2020. Development in the Era of COVID-19 and Beyond Menu of Options for the Consideration of Heads of State and Government, September 2020.
 90. United Nations Department of Economic and Social Affairs (UNDESA) (2020). Summary of World Economic Situation due to COVID 19 health pandemic.
 91. United Nations Department of Economic and Social Affairs (UNDESA) (2020) Policy Brief 59: Corona Crisis causes turmoil in financial markets.
 92. United Nations Department of Economic and Social Affairs (UNDESA) (2020) Covid-19: Disrupting lives, economies and societies. Monthly Briefing on the World Economic Situation and Prospects. Vol.136 1st April.
 93. United Nations Development Program (UNDP) (2020). A Conceptual Framework for Analyzing the Economic Impact of COVID-19 and its Policy Implications, March 20, 2020.
 94. United Nations World Tourist Organisation (UNWTO) (2020). World Tourism Barometer International tourism down 65% in first half of 2020: Volume 18 Issue 5 August/September 2020
 95. Veronica, V., Niccolò, C., Eric J. B. (2020). Medical Supply Acquisition in Italy and the United States in the Era of COVID-19: The Case for Strategic Procurement and Public-Private Partnerships, July 15, 2020.
 96. Volpe (2013), "Infrastructure Resiliency: A Risk-Based Framework", https://www.volpe.dot.gov/sites/volpe.dot.gov/files/docs/Infrastructure%20Resiliency_A%20Risk-Based%20Framework.pdf
 97. Wang, S.Q., Dulaimi, M.F., and Aguria, M.Y., 2004. Risk management framework for construction projects in developing countries. *Construction Management and Economics*, 22 (3), 237-252. [Taylor & Francis Online], [Google Scholar]
 98. Weick, K. E., and Sutcliffe, K. M., 2011. *Managing the unexpected: Resilient performance in an age of uncertainty* (Vol. 8). Hoboken, New Jersey: John Wiley & Sons. [Google Scholar].
 99. World Bank Group (2019a). PPP Legal Frameworks Post-COVID-19 Practice Note: Infrastructure Finance, PPPs and Guarantees Group of the World Bank. www.worldbank.org/ppp
 100. WBG (2019), "Lifelines: The Resilient Infrastructure Opportunity", <https://sdg.iisd.org/news/world-bank-report-illustrates-benefits-of-resilient-infrastructure/>
 101. World Bank (2020). COVID-19 (Coronavirus) Drives Sub-Saharan Africa Towards First Recession in 25 Years. Press release retrieved from <https://www.worldbank.org/news>.
 102. World Bank. (2020). International Debt Statistics, 2020 International Bank for Reconstruction and Development / The World Bank, Washington.
 103. World Bank (2021). Covid-19 and PPP Contracts; Public-Private Partnership Legal Resource Center <https://ppp.worldbank.org/public-private-partnership/covid-19-and-ppp-contracts>, June 29, 2021.
 104. WBG (2020c), "Protecting Public Transit from the Coronavirus...and From Financial Collapse", April, 2020, <https://blogs.worldbank.org/transport/protecting-public-transport-coronavirus-and-financial-collapse>

105. Worldometer (2021). COVID-19 coronavirus pandemic update: Weekly Trends using Graphs for different Countries all over the world– view by country of new Coronavirus Cases, Deaths and Recoveries, June 28, 2021, 12:53 GMT
106. World Health Organisation (WHO) (2020). Coronavirus disease 2019 (COVID-19) Situation Report – 78. Data as received by WHO from national authorities by 10:00 CET. 7 April.
107. World Health Organisation (WHO) (2022). Weekly epidemiological update on COVID-19: Emergency Situational Updates, Edition 78, 8 February 2022 <https://www.who.int/publications/m/item/weekly-epidemiological-update-on-covid-19>
108. Xu, Z., Shi, L., Wang, Y., Zhang, J., Huang, L., Zhang, C., ... & Tai, Y. (2020). Pathological findings of COVID-19 associated with acute respiratory distress syndrome. *The Lancet respiratory medicine*, 8(4), 420-422.
109. Yot, T., Sarin, K.C., Aparna, A. & Wanrudee, I. (2021). A Framework to Assess the Impact of COVID-19 Vaccination Certificates, April 21, 2021.

This page is intentionally left blank



Scan to know paper details and
author's profile

Human Resource Management: Incertitude in a Corporate Environment

Faheem Iqbal Shayiq

University of Kashmir

ABSTRACT

Human Resource Management is one of the most important functions being performed in an organizational set up throughout the world & has assumed greater significance in the wake of modern day legislation inspired by Human Resource theories & consideration of a human being as an embodiment of rights & not mere duties.

Keywords: NA

Classification: DDC Code: 658.3 LCC Code: HF5549

Language: English



London
Journals Press

LJP Copyright ID: 146431
Print ISSN: 2633-2299
Online ISSN: 2633-2302

London Journal of Research in Management and Business

Volume 22 | Issue 4 | Compilation 1.0



© 2022. Faheem Iqbal Shayiq. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 4.0 Unported License <http://creativecommons.org/licenses/by-nc/4.0/>, permitting all noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Human Resource Management: Incertitude in a Corporate Environment

Faheem Iqbal Shayiq

ABSTRACT

Human Resource Management is one of the most important functions being performed in an organizational set up throughout the world & has assumed greater significance in the wake of modern day legislation inspired by Human Resource theories & consideration of a human being as an embodiment of rights & not mere duties.

Author: Qualification: B.Sc, M.A (Eng), LL.M (Constitutional Laws), NET, JAIIB Presently pursuing Part-time Ph.D Banking & Commercial Laws, University of Kashmir Designation: Manager, Jammu & Kashmir Bank Ltd.

I. INTRODUCTION

Human Resource Management is the art of bringing out the best from a human asset by employing the best available capital & recourse. The recourse lies at the heart of decision making. A successful Human Resource Manager must take concerted spontaneous decisions. Being at the centre of problem solving, a human resource manager can ill afford to sit at the fence. This infers that a person entrusted with managing the human resource must never be a circumstantial boss. He must have ostensibly found his way up the ladder, purely on meritorious considerations & by no means be chanced into the scheme of things. Of all the tasks undertaken at an institutional level, human resource management must occupy the centrestage, more so in a corporate set up, wherein around its axis everything must revolve. This leads us to further argue that such an important function must be assigned to a leader as against a boss.

Leadership traits are a rare find & every effort ought to be made to find the right person, even at the cost of bypassing a more senior person in the process. As leadership is a rare trait & seniority is attained irrespective of any peculiar skill set or trait. Seniority must not be taken to be the general medicine promising all cure. In the contemporary times, we have seen young, dynamic leaders smacking the myth to its very root that a senior must be knowing more & doing more in the mistaken belief of having seen & been through more. However most often, in the hindsight of seniority criterion, this job gets casually or as a matter of practice & not purpose delegated to the most casual fellow in the organization. And in the process, the circumstantial boss gets superimposed over the most deserving men which slowly but surely decays the core & ethos of the organization.

The following parameters must be a *sina qua non* while considering assignment of leadership roles to choose able leaders capable of bringing about a revolution & transform the most demanding aspect of the management.

II. ACADEMIC QUALIFICATION

Although I shall place thrust on academic qualification yet my argument must not be seen as advocating academic qualification in an isolation.

Immanuel Kant's proposition, "Experience without theory is blind, but theory without experience is mere intellectual play", is a beacon light which guides to shed a fair amount of light on this aspect of primal importance. So both must go hand in hand. Without overemphasizing academic qualifications, the search committee must in all cases look for a fairly educated man

but that apart, the man must possess a fair degree of experience as well. A balanced mix without overemphasis on a standalone trait. But yes, in no case purely on the basis of experience for experience may have been circumstantial as stated hereinbefore & in absence of the right amount of knowledge, experience shall only promote mediocrity. The decision making comes from foresight & far sightedness which takes a complete personality to be calling the shots.

III. INITIATIVE

A leader ought to be driven by a ceaseless initiative & activism. An individual who has a record of sticking to the basics will never fit in this equation. The status quoist does more harm than any good. Such people are programmed to be robotic & a command learnt is the only prompt. Such people only prefer to remain in good books of the employer but in the process ruin many a pages of the art of employment. An ideal leader will be impatient for a reform & do away with the status quo & infuse a positive change. Decision implies initiative & initiative doesn't come from status quoists. Thus in addition to the much needed education & experience, the leader must also be blessed with an initiative.

IV. PROBLEM SOLVING APPROACH

A man who can't appreciate a problem can't solve one. The corporate work culture generally trains partiality like horses with blinding side straps. To look up but to look no further. A manager in such a scenario forecloses any chances of a fair decision. The moment a problem reaches him, he smacks it the very next by an iron fist of authority, mostly reposing faith on a retrospectively dealt similar problem. In all cases, he seldom appreciates the fresh matter afresh. This only leads to the problem going full circles without being laid to rest by finding any definitive solution.

V. PASSIONATE VIEWPOINT

When assigned with a decision for an in-house problem, say a matter pertaining to one of the employee, the employer must not deal the same in a dispassionate manner. Compassion must be rule

& punishment an exception. If the decision doesn't harm the organization in general, it must be disposed off in a manner advantageous to the employee. Wherever there is no conflict, a favorable decision must be the general rule. Where the decision involves a conflict with the management, an honest effort must be still made to actually weigh it to whatever extent possible in favor of the employee.

However, how many times does one find an HR Manager actually sympathizing with his subordinate in such a scenario. Very rarely for sure. Generally the inquisition is to discourage demands, restrict freedoms, constrict opinions & limit ideas. This may at the most be seen as business in its primitive form where every transaction was viewed in terms of short term profit or loss & every indecision was prompted by myopic thought process wherein human resource was considered a cog in the machine & all the human aspects were dispensed with. Passionate outpouring has a direct bearing on the psyche of employees. A passionate appraisal must keep the men boarded even if the eventual decision is not on perceived lines. Once an employee gets the feel that the management is dispassionate & doesn't appreciate a problem in a sense it should, he slowly starts feeling away from home. The feeling of belongingness is more important than any other accruing benefit the employee maybe drawing, to keep the large group bound together converging in tandem to attain the larger goal. It thus follows that apart from being fairly educated, moderately experienced, blessed with initiative, the leader must be passionate in his inhouse dealings.

VI. SOCIAL ENGINEERING

A human resource manager cannot watch things in isolation. If the problem he is assigned to find a solution for involves a group as against an individual, it must be presumed to be a social problem. In that case, he must waste little time in appreciating the need of a more balanced disposition. In simple, he must be a social engineer, who doesn't consider authority as

unbridled power to issue arbitrary directions but be humane in his approach.

A quote from my work, 'The Notebook-fearless feelings', will be appropriate to reproduce in this context.

"I don't wish to be clad with an authority, if it takes humanness out of me".

From the discussion it follows that the leader to be a leader in the real sense & not a mere boss, must be a ceaselessly initiative driven person, possessing a right blend of education & experience besides appear humane & passionate whilst discharging his duties as a decision maker, with a problem solving approach within the organization & not a mute spectator bypassing the required action like a post office which merely receives & transmits messages & does no further.

VII. CONCLUSIONS

The incorporation of these ingredients as the eligibility criteria will entail a significant transformation & lead to the following benefits;

1. The acceptance of such a leader will be more as compared to the circumstantial boss.
2. The employees will get the feel of belongingness.
3. It will considerably reduce arbitrary decision making.
4. The employees will be driven to work more, thereby benefitting the organization in the long run.
5. Mediocrity will be done away with & merit will prevail.
6. There will be more case disposals in lesser time avoiding further appeals or the problems revolving in circles.
7. It will save costs, time & resources.
8. It will reduce the burden of litigations & in the process minimize significant costs.
9. It will encourage deserving people to take up leadership roles by inculcating in them the required traits.
10. It will improve the overall work culture & turn the organization into an enabling environment.