CHAPTER 5
RECOMMENDATION AND CONCLUSION

The objective of this chapter is to propose recommendation solutions to solve the problems/issues identified in Chapter 4. In this chapter, I also have to consider the appropriateness and inappropriateness of alternative of action and the rationale for my recommendation. Beside these, I also consider the feasibility of implementation of my recommendations, the availability of resources of the MBKS, the capability of the employees of City Council and the most important is the willingness of management to change and to co-operate. In the instances, where any of the above is not present. Appropriate actions to overcome the problems must also be suggested.

5.1 Vision, Missions and Goals

Vision provides guidance about what core to preserve and what future to stimulate progress toward. Without Vision is just like a person with a body but without a soul, he does not what is the purpose of his live and what is his future. His live is meaningless. He is just like a robot and do what people told him to do. Without a vision is also like in a football competition where the football players do not know where is their goal, even shoot the opponent's goal and will never win the game. There will be no motivation for the players to play. An organisation without vision or missions is just like that a ship with no destination in an ocean, the sailors do not know when to refuel the oil tank and when to get supply for their food. One day they will run out of fuel and food because they do not know how to plan. So it is importance for an organisation to have a vision and missions. The top, middle and lower management of the MBKS should define what their organisation stand and why the organisation exists. They should also question themselves what they expire the City Council to become, to achieve, to

create now and in the future. After considered all these, then a vision can be created. Later on Missions and goals can be created alight with the visions. The vision, missions and goals should be made known and understood to all the employees of the MBKS and display in all the conspicuous places of the MBKS buildings. The most important thing is to put the vision, missions and goals to practice and not for show only or just to tell others that we also have vision, missions and goals. In creation of vision, missions and goals, the MBKS can takes two alternative courses of action. They can create the vision, missions and goals themselves or create them with the help of external expert. Since the MBKS is lack of expertise in this field, it is advisable to employ outside consultants to create Vision, Missions with the help of the Chief Executive Officer of MBKS. To save money, MBKS may ask assistance from the experts of State Government or even from the Federal Government.

5.2 Lack of Motivation of staffs

MBKS should lobby the state government to improve the New Scheme of Service. Employee that has been awarded with excellent award last year can be awarded this year again. The percentage of employee awarded should be increase from five percent to thirty percent. For this the government should implement through pilot project to see how much is the increase in productivity. If the award can really increase the productivity and bring more revenue or benefit to government why not improve it. If the government really cannot afford the monetary reward, the government should consider other type of reward like excellent service certificate, leave, recognition, prizes, courses including overseas course, local tour, prefer area of to service and working conditions and promotion. The employee should be allowed to choose the type of reward he or she preferred. The top management must make sure that the right people are rewarded to avoid dissatisfaction amongst employees. According to Spitzer (1996), there are eight reasons that organisational rewards failed to have the desired motivation. There are: (1) Excessive dependence on monetary rewards; (2) Lack of recognition value; (3) Entitlements- rewards that given to employees

regardless of performance; (4) The wrong things are rewarded; (5) Delay discounts any rewards; (6) Generic rewards-too many reward systems are inflexible and do not acknowledge individual differences, organisations have tended to assume that one size fits all; (7) Short term impact of rewards and (8) The present of demotivators. The MBKS management must be aware of the factors that caused the failure of the rewards mentioned above and put up strategies that suggested by Spitzer (1996) as follows:

(i) Recognised the limitation of money, and supplement it with other, more cost-effective from of rewards. Implementation of some motivator like: make work more active; build fun into work; add variety to work; facilitate employee involvement; let employees make more choices; increase responsibility (and authority); facilitate team work; encouraging learning and continuous improvement; let employees set their own goals; encourage self-measurement; establish an environment conducive to continuous improvement; provide plenty of encouragement; create a climate of appreciation and help employees understand the significance of their work.

(ii) Build a high degree of recognition value into every reward you offer. For example, a small manufacturing company made its employees feel like heroes when they attained a major safety milestone- 100 days without a single accident.

(iii) Reduced entitlements and link as many rewards as possible to performance.

(iv) Troubleshoot your reward system to make sure that what it is rewarding is what you really want to happens. In other words, rewards the right people.

(v) Reward promptly.

(vi) Gives employees a choice of rewards.

(vii) Increase the longevity of your rewards. This can be done by a number of ways like: (1) symbolism- The more symbolic an items is of the accomplishment, the more likely it is to continue reminding the employee

of why it was given. For instance, a T-shirt or coffee mug with a meaningful inscription will continue rewarding those who wear it, or use it, long after its initial receipt; (2) by using some kind of point system.

(viii) Be continually vigilant of demotivators that may undermine your organisation's best efforts to provide powerful rewards, and reduce them promptly.

Although high job satisfaction will not necessary lead to high productivity, but according to Sherman, Bohlander and Snell (1996), job highly dissatisfaction can lead to defensive behaviour, sabotage, high absenteeism and turnover. A basic assumption of equity theory is that people want to be treated fairly and individuals within an organisation tend to compare their own contributions and rewards of others. Therefore a uniform system for promotion, approval of study leave and training for staffs of all the local authority in Sarawak to avoid double standard and inferior feeling amongst the employees.

5.3 Improper planning

To avoid public objection of the implementation of project, the MBKS should perform a community survey to find out any public objection, why they object, how many people affected by the project. Beside that the MBKS can also held dialogue with the community affected to consider their view and explain the government policy to them. If Community survey consume a lot of time, money and manpower, a community dialogue may be more applicable. Therefore inadequate of time, money and manpower is not a good excuse. During the process of planning, the local powerful politician's view also has to be considered to avoid reconstruction of the project. Do not forget what the proverb said, " A good leader must be a good listener". Planning and implementation of project without considered the community and politician's view is an inappropriate action. It can lead to community protest, boycott and eventually lead to wastage of public fund and resources.

In order to minimise the wastage of funds due to no co-ordination between MBKS and other government agencies/privatised companies, law should enacted requiring the other government agencies/privatised companies to submit their five years' plan to MBKS for approval before implementation. MBKS can act as a co-ordinator for government agencies/privatised companies. Thus the entire government projects will be co-ordinated to avoid wastage of public fund. In the mean time, the Chief Executive Officer should request the committee members of City Action committee(Which consists of the Heads of departments of government agencies/privatised companies and Headmen of the Community) to inform or submit their five years' plan to MBKS for study and explains to them about the problem.

5.4 Lack of co-ordination between the staffs of MBKS.

The rigid, inflexible vertical system of the MBKS can still be maintained for routine work especially for unskilled workers or workers with little knowledge who need well-defined job. At the same time, a matrix system can be created where teams are formed to implement specific task or project like Waste Recycling project, Health Education Project and Community Relation Project etc. They should follow what Bartlett and Ghoshal (1990) said," Matrix Management not a structure but a frame of mind." An effective team should composed of experts from various sections of the MBKS in the size of between two and twenty-five members. According to Katzanbach and Smith (1993), a team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable. Teams develop direction, momentum, and commitment by working to shape a meaningful purpose. However, building ownership and commitment to team purpose is not incompatible with taking initial direction from the outside the team. They should be empowered to make their own decision with the allocated resources. As what Rothstein (1995) said" Empowerment can make us great again because it puts authority and decision making in your hands, where it has to be. Empowerment also implies accountability, and team members must

accept responsibility for what they do. " The top management only acts as a co-ordinator or coach to make sure the project is carrying out successfully. The teams' members should be made responsible for the project. They should be awarded when they achieve their goal and when they failed, they should be warned for not repeating the same mistakes again or punished, for instance no bonus will be given for wrong doing. When the management empowered the staff, he should consider the ability of the staff like do not ask a Technical Assistance to do an Engineer's work. The management should provide best facilities and resources to employees to ensure success. The employees should also participate in planning of goals and strategies in order to satisfied their esteem and affection needs.

5.5 Lack of fund and manpower.

The officers of the MBKS should form rapport with the Officers from the Ministry Of Environment and Tourism so that the Ministry Officers concerned will be more favourable in approving their budget. They may invite them for some official functions and sending greeting cards to them during festival seasons.

Those officers that are weak in presentation skill should be trained in presentation, so that their presentation during budget examination would be more convincing.

The MBKS should use its political influence to fight for equal allocation and privileges for their staffs, so that they will be proud to serve for the MBKS.

Beside that, MBKS should be more careful in the spending of money to prevent deficit in the future. Money can be saved by carefully use of electricity, for example, switch off the air-conditioning if nobody in the room.

5.6 Miscellaneous

The management of the MBKS should practised open book management. According to Case (1997), in open book management, the employee should actively concern themselves with an organisation objectives-has a short pedigree. It is implicit in so called empowerment or employee-involvement programs. The employees should think and act like owners. There are some requirements as the building blocks of an open book system. Firstly, information previously shared only among those in charge must be seen and understood by everyone in the organisation. Secondly, managers must hold employees responsible and accountable not just for scheduling their works or hitting quality targets but for making their unit's budget or profit goals. Thirdly, in addition to paying employees for their time, the compensation system must reward them for the success of the work or business. In open book management, managers may still issue instructions. It does not abolished hierarchies but those instructions derive their authority from a logic that is understood by all. Open-book management has deep roots in organisations that have been practising it intuitively. Wal-Mart Stores, for example, has always shared numbers with its associates, rewarded them with stock, and encouraged them to think and act as if they were running the store. The top management can be criticised for doing something wrong in open book management and even their claims or allowance was made known to all employees of the organisation. In other word, the organisation is transparent to all their employees.

Besides practising open-book system, the MBKS should also become a learning organisation. Garvin (1993) defined a learning organisation as an organisation skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights. He further claimed that learning organisations are skilled at five main activities, systematic problems solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others, and

transferring knowledge quickly and efficiently throughout the organisation. A distinctive mindset, tool kit, and pattern of behaviour accompany each.

The management of the MBKS should also practise management by wandering around to understand the frontline workers and their situation.

5.6 Conclusion

With the above recommendation, it is hope that MBKS will be benefited one way or another for improvement. The success of the recommendation depends on the commitment of every employee of the MBKS particularly the top management. Without full commitment and support of the top management, their readiness to change and shifting of paradigm, every effort put up by the employees as recommended will be just a waste of time and energy.

The effectiveness of the role and efficient execution of responsibilities of Local Government are depend on the efforts made to solve new problems and issues, which have arisen. New adjustments to the role and functions of the local authority have to be made so as to ensure that they would be in line with the dynamics of the development process experienced by the country.

The general economy condition of Malaysia also affects the performance of MBKS. During the boom, MBKS can get more funds from the state and Federal Government to implement projects. Where as in the economy turmoil, most of the projects have to be cancelled and they are facing with inadequate fund and manpower.

With the awareness of the government and corporates regarding the weaknesses of our Corporate Governance, I hope we can get out of the

economy turmoil so that the government can implement more projects beneficial to our society.