



THE NEW SIERRA LEONE VISION 2030 AND THE CHALLENGES FACING SIERRA LEONE ROADS AUTHORITY {SLRA} POLICY REFORM ON THE EFFECT OF EMPLOYEE PERFORMANCE

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Abstract

The present study investigates the factors that influence employee performance at the Sierra Leone Roads Authority. Four specific research questions will guide the study. The first question will explore the impact of leadership on employee performance. The second question will examine the role of self-efficacy in employee performance. The third question aims to investigate the relationship between training programs and employee performance outcomes. Finally, the fourth question investigates the influence of career development on employee performance. This study aims to make a significant contribution to the understanding of employee performance by examining the factors that influence it at the Sierra Leone Roads Authority.

The present study utilized a quantitative approach to draw a sample size of 186 from the targeted population. The data was collected using a self-administered structured questionnaire. Statistical methods, including descriptive statistics, regression, and correlation, were employed to analyse the data. To identify the factors that influence employee performance, SPSS version 20 was utilized.

The study's findings revealed that employees' performance at the Sierra Leone Roads Authority is positively influenced by good training, strong leadership, and opportunities for career development, as perceived by the employees themselves. Further analysis and discussion of the data confirmed that all four independent variables have a significant impact on the dependent variable, i.e., employee performance.

More specifically, the leadership variable has a positive effect on employee performance regression coefficient of 0.174 and a t-test value of 2.783. Likewise, the Training variable affects the employer's performance regression coefficient of 0.212 and the t-test value of 2.452. The Self-Efficacy variable affects employee performance regression coefficient of 0.043 and the t-test value of 2.263 and Career Development Variables affects employee performance. All four variables contributed 65.7% to employee performance.

Keywords: leadership, self-efficacy, training, career development, and employee performance.

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1. INTRODUCTION

Sustainable development has become a focal point of discussion within the United Nations and beyond. According to the landmark report "Our Common Future" by the World Commission on Environment and Development, commonly known as the {Brundtland Report 1987}, sustainable development is defined as meeting the needs of the present

generation without compromising the ability of future generations to meet their own needs. The concept of sustainable development emerged as a response to mounting concerns over existing patterns of unsustainability, prompting a collective effort to address these challenges.

The Sierra Leone Roads Authority (SLRA) has indeed encountered numerous challenges in the context of public



sector reform, impacting its capacity to efficiently execute the New Strategic Management Sierra Leone Vision 2030. Some of the key challenges include Infrastructure Deficiency, Funding Constraints, Capacity Building, Institutional Weaknesses, Political Interference, and Social and Environmental Considerations.

The object for which the Sierra Leone Roads Authority was established is Control, Development, and Maintenance. The primary objective of the Sierra Leone Roads Authority is to exercise control over the national road network. This involves the development, maintenance, and efficient planning of the roads to ensure they provide safe and reliable transportation. National Policy Development: The authority is tasked with developing a comprehensive national policy concerning the maintenance, rehabilitation, improvement, and management of the national road network. This policy likely guides decision-making and actions related to road infrastructure.

This approach emphasizes empowering individuals within the organization and trusting them to contribute effectively. By giving employees autonomy and involving them in decision-making processes, organizations can tap into their creativity, motivation, and commitment to delivering high-quality services. Additionally, this framework acknowledges the impact of organizational actions on the wider community, recognizing the importance of involving stakeholders beyond the organization itself. This could include customers, suppliers, government agencies, and local communities. By considering the perspectives and needs of external stakeholders, organizations can better align their actions with broader societal goals and expectations, ultimately enhancing their ability to deliver sustained high performance.

{Guest 1997} as cited by {Armstrong 2004}, posits that HRM operates under the assumption that performance improvement is primarily achieved through the efforts of employees within the organization. This viewpoint underscores the pivotal role of employees as valuable assets in driving organizational success and performance. Until the 1980s, performance was commonly understood as the output resulting from a combination of employee ability and motivation, provided they were given adequate resources. This perspective highlights the traditional focus on managing employee abilities and motivation as essential elements of effective management practices. It's acknowledged that not all employees are the same in terms of their job performance and work styles. Some employees may possess high levels of ability irrespective of incentives, while others may require additional motivation. Effective HRM involves understanding and managing these individual differences to maximize overall performance. {Truong 2012} suggests that when all employees are managed effectively, the results can include greater productivity and increased employee morale. This highlights the positive outcomes that can arise from implementing sound HRM practices that cater to the diverse needs and motivations of employees.

Transformational leadership, characterized by charismatic abilities, a focus on instilling moral values, and a dedication to

developing employees' skills, is particularly impactful in this regard. Within the Sierra Leone Roads Authority, Training, as defined by {Swanson 1999} is a deliberate and systematic process aimed at enhancing employees' skills, knowledge, and competencies to improve their performance in the workplace. Extensive literature supports the notion that training and development initiatives have a profound impact on employee performance, with effective programs leading to notable changes in employee competencies, as noted by {Wright et al. 2001}. In terms of career progression within an organization, several options are available to employees. These options include lateral moves within or outside the organization, vertical moves through promotions or demotions, diagonal moves across similar or different disciplines within the same organization, and outward moves, also known as separations, outside the organization. As outlined by {Erasmus et al. 2005}, Self-efficacy is a concept that refers to an individual's belief in their ability to organize and execute actions necessary to achieve their goals. This belief significantly influences personal choices, motivation levels, and emotional patterns, ultimately impacting goal attainment. They were proposed by {Bandura in 1977}.

2. METHODOLOGY

1. Statistical population and sample size

The statistical population of this study are all 360 employees currently working in various departments at the Sierra Leone Roads Authority. The researcher used random sampling to determine the sample size of the employees. 186 questionnaires were distributed and 114 were filled and used for analysis. The response rate was 67.8%.

Confidence Level	95%
Error (e)	5%
Population Proportion Expressed in decimal (p)	0.5
Z-Score (Z)	1.96
Population size (N)	360

$$SS = \frac{Z^2 * p(1-p)}{e^2} \div \left(1 + \left(\frac{Z^2 * p(1-p)}{e^2 * N} \right) \right)$$

Where: SS = Sample size

Z = z value (e.g. 1.96 for 95% confidence level)

P = population proportion (express as decimal)

e = Margin of error at 5%(0.05)

N = population size

For this research here are the values of the parameters listed and defined above:

Substituting in the equation above:

$$SS = \frac{(1.96)^2 * 0.5(1-0.5)}{(0.05)^2} \div \left(1 + \left(\frac{(1.96)^2 * 0.5(1-0.5)}{((0.05)^2 * 360)} \right) \right)$$

$$SS = \frac{384.16}{2.07} = 186$$

2. Data collection and tools

In the current study, questionnaire adoption was utilized which includes two main sections. The first section pertains to

demographics, while the other section is centered on the items. To develop the questionnaire, a five-point Likert scale was utilized.

3. Data analysis

In this study, the results were obtained using SPSS (Statistical Package for Social Sciences).

Before performing the main analytical tool, i.e., multiple linear regression test, normality, and heteroscedasticity tests were conducted.

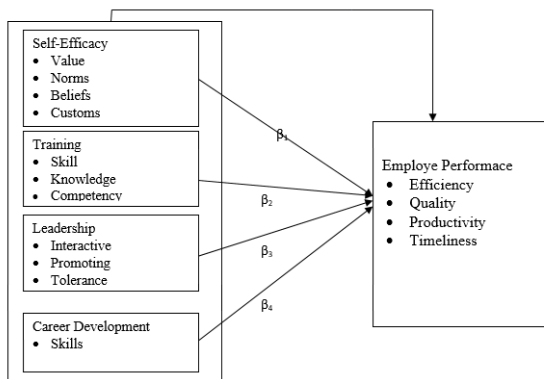


Figure 1: Research Model

Source: (Adapted from Allen and Meyer (1990), Owusu-Boateng (2014), Awadh and Saad (2013), Nassazi (2013) and modified by the researcher)

4. RESULT AND DISCUSSION

The normality test is intended to determine the spread of residuals from the results of regression analysis. The residual normality test was carried out using a non-parametric test, namely the Kolmogorov-Smirnov test (K-S test). From the results of the analysis, it is known that the Z results are 1.041 and the significance value is 0.102. Because the significance value is greater than 0.05, Z is not significant, which means that Ho is accepted. Because Ho is accepted, it is concluded that the residual data results estimated from the regression equation have a normal spread. Thus, the regression model in this study has fulfilled the class

Table One-Sample Kolmogorov-Smirnov Test

Table two multicollinearity test coefficients

model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	,653	,550		1,187	,238					
1 LS	,174	,063	,236	2,783	,006	,689	,260	,155	,428	2,338
TD	,212	,086	,227	2,452	,016	,724	,231	,136	,360	2,778
SE	,546	,111	,407	4,939	,000	,750	,431	,274	,455	2,196
CD	,043	,019	,074	2,263	,028	,509	,105	,060	,668	1,496

Dependent Variable: EP
Company Value (Z)
Source: data process 2023

		Unstandardised Residual
N		112
Normal Parameters	Mean	0E-7
	Std. Deviation	1,61636665
	Absolute	,228
Most Extreme Differences	Positive	,228
	Negative	-,168
Kolmogorov-Smirnov Z		1,041
Asymp. Sig. (2-tailed)		,102

a. Test distribution is normal.

b. Calculated from data.

c. source: sample survey 2023

ical assumption requirements.

The multicollinearity test is to find out the existence of a linear relationship between some or all of the explained variables (independent variables) in the regression model. If the model has multicollinearity (there is a relationship between independent variables) then the model has a large standard error so that the coefficient cannot be estimated with high accuracy.

To detect the presence or absence of multicollinearity problems we need to look at the price of VIF and Tolerance from the output of SPSS. The problem of multicollinearity occurs when the price of VIF > 10 and the price of Tolerance is less than 0.01. From the SPSS output, VIF prices and Tolerance prices are obtained. Based on these conditions, the VIF price turns out to be less than 10 and the Tolerance price is greater than 0.10. The following is a table of recapitulation of multicollinearity tests.

Thus, it can be concluded that the data from this study do not occur in multicollinearity, which means that the assumption of multicollinearity is rejected and the regression model meets the classical assumptions for this.

Based on the calculation results, the Adjusted R Square value is 0.657, which means that independent variables, namely Leadership style, Training, Self-Efficacy, and Career Development, can explain 65.7% of the dependent variable, employee performance, while 34.3% is explained by other independent variables outside the model.

Table Three Adjusted R Square regression

Mode	R	R Square	Adjust R Square	Std. The error of the estimate
1				

1	,818	,670	,657	1,64630
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Predictors: (Constant0, CD, SE, LS, TD)
Dependent Variable: EP

Multiple Linear Regression Analysis Equations. The results of the data obtained constant value (a) of 0.653 and coefficient of variable X1 (b1) of 0.171, variable coefficient X2 (b2) of 0.212, variable coefficient X3 (b3) of 0.546 and variable coefficient X4 (b4) of 0.043. Thus, the regression equation can be written as follows:

Table Four Regression of Model Analysis Test

model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.	explain
	B	Std. Error	Beta			
Leadership style	,174	,063	,236	2,783	,006	Significant
Training and development	,212	,086	,227	2,452	,016	Significant
Self-Efficacy	,546	,111	,407	4,939	,000	Significant
Career Development	,043	,019	,074	2,263	,028	Significant

Dependent Variable: Employee Performance

1. Effect of Leadership Style on employee performance.

The results of the hypothesis 1 test obtained a t count value of 2.783 with a significance value of 0.006, which means the value of the t count of 2.783 is significant, then Ho is rejected and Ha is accepted. Thus, it can be concluded that the hypothesis which states "it is suspected that there is an influence between the leadership styles on the employee performance" is proven to be true and acceptable.

Based on the results of the data analysis it was found that leadership style variables affected employee performance. It can be explained that if the leadership style score which includes aspects of interactive, promoting, and tolerance increases, the employee performance. According to Armstrong, leadership style in an organization influences pushing or inhibiting employee performance (Armstrong et al 2004). If management does not carefully analyze the needs of the organization and its employees, it may be difficult for the organization to understand the reasons why employees behave in certain ways. The researcher concluded that the leadership style in managing the organization can affect the level of performance of employees in their work. An employee is likely to invest in his future work plan in the organization which he considers to have healthy prospects (Northouse 2007). {Thoha 2010, h.42}, revealed that by using leadership, leaders will influence subordinates' perceptions and motivate them, by directing employees to task clarity, achieving goals, job satisfaction, and implementing effective work. This is confirmed by {Robbins 2007, p.432}, who reveals that leadership is the ability to influence a group towards achieving goals. The ability of employees to achieve organizational goals and objectives is a reflection of employee performance. So it can be concluded that the leadership style

has a big role in improving employee performance. The better the leadership style, the better the performance of employees (Isshaq, et al, 2009) {Sari and Usman, 2014}.

2. Effect of Training and development on employee performance.

Hypothesis 2 test results obtained a t count value of 2.452 with a significance value of 0.016, which means the value of t count of 2.452 is significant, then Ho is rejected and Ha is accepted. Thus, it can be concluded that the hypothesis that states "it is suspected that there is an influence between Training and development on employee performance" is proven to be true and acceptable.

According to {Ismail 2010: 125}, namely, the selection of training methods is very influential directly on the success of the training. This is reinforced by {Hasibuan 2002: 77}, namely that the method of training must be based on job requirements depending on various factors, namely time, cost, number of participants, level of basic education of participants, the background of participants, and others. This means that increasing the method of good or appropriate training will also improve the performance of the employee.

According to {Ismail 2010: 125}, Training materials need to be well-prepared. If you need to form a team that specifically handles the planning of training materials to be provided. This training material should not deviate from the main objectives of the training and must be relevant to the needs of the company. Poor material planning will affect the training itself, in addition to being less than optimal, there may be a lot of material that is less relevant to the needs.

This means that increasing good or appropriate training materials will also improve the performance of the employee.

According to {Hasibuan 2002: 73}, the coach (trainer) plays an important role in the advancement of the abilities of the employees who will be developed. {Hasibuan 2002: 76} also adds a coach or instructor who meets the requirements to teach each subject so that the development target is achieved. This means that choosing an Instructor Training who has the skills in educating, teaching, and guiding will also improve the performance of the employee.

Based on the results of data analysis, it was found that the Training variable which included aspects of Skill, Knowledge, and Competency will influence employee performance.

3. Effect of Self-Efficacy on employee performance.

Hypothesis 3 results obtained by the value of t count of 4.939 with a significance value of 0,000, which means that the value of t count of 4.939 is significant, then Ho is accepted and Ha is rejected. Thus, it can be concluded that the hypothesis that states "there is an alleged influence between Self-Efficacy on employee performance" is proven to be true.

The results of this study indicate that there is a positive and significant influence on employee performance variables. So, the higher the self-efficacy that employees have, it will improve employee performance. In this study, the value of the self-efficacy variable will have a greater influence on employee performance if institutionally there is strong support. Some journals that support the results of this study are the research of {Gunawan and Susanto 2013} which states that self-efficacy has a significant effect on employee performance influenced by skill and knowledge in work. Employees with sufficient skill and knowledge regarding their field of work will tend to be able to complete their work.

The present study aimed to identify the key factors that influence the impact of self-efficacy on employee performance. The results indicated that the application of indicators such as Values, Norms, Beliefs, and Customs in job roles can make tasks more challenging, which in turn can enhance employee self-efficacy. However, it is worth noting that the average value of these indicators was found to be in the medium category, suggesting that there is room for improvement. Furthermore, employees believe that building self-confidence through self-efficacy elements can significantly improve their performance. The study also highlighted the significance of self-efficacy levels about employee workload. It is suggested that high or low levels of self-efficacy can have a direct impact on the perceived workload felt by employees. Specifically, high levels of self-confidence can make employees feel comfortable and more inclined to complete their work without complaint, whereas low levels of self-efficacy may increase the perceived burden of assigned tasks. In conclusion, the findings of this study emphasize the importance of self-efficacy in enhancing employee performance. Therefore, organizations should focus on creating an environment that fosters self-efficacy and encourages its development. This can be achieved by providing employees with opportunities to improve their skills

and knowledge, and by enabling them to take on challenging tasks that align with their abilities and interests.

4 Effect of Career Development on employee performance

The results of the hypothesis 4 test obtained a t count value of 2.263 with a significance value of 0.028, which means the value of t count of 2.263 is significant, then Ho is rejected and Ha is accepted. Thus, it can be concluded that the hypothesis which states "it is suspected that there is an influence between Career Development towards employee performance" is proven to be true.

Based on the results of data analysis it was found that Career Development variables affected employee performance. This can be explained that Career Development is one indication of measuring the performance of an institution. Career Development can reflect if the company has a high commitment to continuously improve its performance so that the components of visitors such as human resources who are the organization's drivers get enormous attention from the company. According to {Chandrasekar. K. 2011} shows that employee career development will have a direct impact on performance. Improving employee job performance will add value to the organization itself and employee productivity. The results of research conducted show that planned and programmed career development will affect employee performance. Career development had a positive and significant effect on employee performance. (Cheminais et al 1998:309-12) {Erasmus et al 2005:308}

This research is in line with Handoko's argument which states that career development is influenced by several indicators of individual career development which include work performance, exposure, organizational loyalty, mentors and sponsors, and opportunities to grow. This research states that career development variables have a positive and significant effect on employee performance. The performance of employees is much influenced by management's attention to the needs of employees, one of which is to obtain a job position that suits their talents, interests, and abilities". The existence of career development will encourage employees to improve their performance with the ability and expertise they have so that employees can complete the job well. Whether or not the employee is good at developing his career will have an impact on his performance. The fundamental purpose of career development is to help employees analyze their ability and interest in the adjustment between the need to grow and develop with the needs of the company. Career development is also important where management can increase productivity, improve employee attitudes towards work, and build higher job satisfaction.

The simultaneous effect of variable leadership style, training and development, self-efficacy, and career development on employee performance. Simultaneous coefficient regression test results in this study can be obtained from the calculated F value of 54,243 with a significance value of 0,000. This means that the calculated F value is 54,243 significant at level $\alpha = 5\%$. Because the value of the F count is significant, Ho is

rejected and H_a is accepted. Thus, it can be concluded that the hypothesis that states "there is a simultaneous influence between Leadership style, Training and development, Self-Efficacy, and Career Development on employee performance" is proven to be true and acceptable. To determine the amount of simultaneous influence can be used Adjusted R Square which is equal to 0.657, means that the simultaneous influence between Leadership style, Training and development, Self-Efficacy, and Career Development on employee performance is 65.7% while the remaining 34.3% is determined by other factors apart from the variables leadership style, training and development, self-efficacy, and career development.

1. The theory of employee performance

The concept of employee performance theory encompasses various models, frameworks, and concepts that seek to understand and expound the elements influencing employee performance in the workplace. Despite the absence of a singular comprehensive theory of employee performance, numerous theories and models contribute to our understanding of this multifaceted phenomenon. Each theory has undergone extensive research and significantly contributed to our comprehension of employee performance in organizational settings. Locke, E. A., & Latham, G. P. (1990). A holistic theory of employee performance, which amalgamates leadership, career development, training, and self-efficacy, would utilize elements from these theories to comprehend how they interrelate and influence employee behaviour, motivation, and performance within organizations. Employers often leverage multiple theories to design strategies for enhancing and managing employee performance. {Bracken, D. W., Timmreck, C. W., & Church, A. H. 2001 }

1. **Leadership Theory:** Several theories have been developed about leadership, including transformational leadership, situational leadership, and servant leadership, among others. Transformational leadership theory, for instance, is premised on the leader's ability to inspire and motivate employees. Conversely, situational leadership theory posits that effective leaders are those who can adapt their style based on the prevailing situation and the needs of their team members. Servant leadership, on the other hand, underscores the leader's commitment to serving the needs of their followers.
2. **Career Development Theory:** Numerous theories have been proposed regarding career development. One such theory is Super's theory of career development, which emphasizes the various stages that individuals undergo in their careers, including growth, exploration, establishment, maintenance, and decline. Another notable theory is Holland's theory of career choice, which posits that individuals tend to select careers that are aligned with their personality types, which can be classified as Realistic, Investigative, Artistic, Social, Enterprising, and Conventional.

3. **Training Theory:** Several theories have been proposed on the subject of training effectiveness. One such theory is Kirkpatrick's Four-Level Training Evaluation Model, which assesses training efficacy at four distinct levels, namely reaction, learning, behaviour, and results. Additionally, adult learning theories, such as andragogy as conceptualized by Malcolm Knowles, focus on the unique attributes of adult learners, including their self-directedness and prior experiences. These theories can be utilized to develop comprehensive training programs to enhance organizational performance and improve the skills of individual employees.
4. **Self-Efficacy Theory** Albert Bandura's self-efficacy theory posits that individuals' belief in their ability to succeed in a given situation or achieve a specific task is a critical determinant of their motivation, performance, and behaviour. High self-efficacy individuals are more likely to establish ambitious goals, persevere despite setbacks, and ultimately experience success. The theory's implications for organizational settings are significant, as self-efficacy beliefs play a crucial role in employees' work motivation and performance. Managers can foster employees' self-efficacy beliefs by providing them with appropriate training and feedback, setting achievable goals, and recognizing their accomplishments. By doing so, managers can optimize employees' performance and enhance their job satisfaction.

4. CONCLUSION

The study investigated that the Sierra Leone Roads Authority has limitations in properly implementing the internal factors assessed in this research which are career development, training, leadership style, and self-efficacy. Hence, the management of the Sierra Leone Roads Authority should review its Human resource management implementations. In doing so ensuring the participation of employees from every level in the organization is indispensable. Because it is essential to get enough direct input concerning the human resource-related factors that affect employees, this helps develop good policies that could inspire employees to enhance job performance. If not, employees may no longer stay working in this company where: they do not get adequate training to reduce difficulties to discharge their responsibilities.

As a result, the Review Team could only rely on the recollections of the Finance Manager, Human Resource Officer, and other long-term service staff to get information. The Team also noted that the authority has made several contractual arrangements with different companies, donors, consultants, and service providers, but does not have a staff with a legal background to provide professional legal advice, and interpretations of the numerous agreements signed. It was observed that most of the administrative staff do not have a conducive working environment.

It was observed that the authority does not have a communications and marketing strategy. It emerged that the authority generates revenue through the sale of bus tickets and rentals, rents from warehouses, and also fees obtained from technical training provided to the public. The Review observed that the authority of the Internal Auditor in enforcing financial control measures is weak. The review exercise noted that the Sierra Leone Roads Authority has not been audited since 2015. This explains the reason for the inconsistent flow of revenue, which could be attributed to the lack of an audit exercise for the last three (7) years.

5. SUMMARY OF RECOMMENDATIONS

To achieve maximum efficiency in the discharge of its functions under this Act, the Authority is obligated to institute schemes for the training of its employees in administrative, engineering, technical, managerial, or other capacities. This will enable the Authority to capitalize on the knowledge, experience, and expertise of its employees in the conduct of its operations. The training programs are intended to enhance the skills and competencies of employees, enabling them to perform their duties with greater efficiency and effectiveness. Furthermore, the training schemes will ensure that the Authority remains up-to-date with the latest technological advancements and best practices in its field of operation. In conclusion, training programs for employees in various capacities are a critical component of the Authority's operations. By investing in its employees' skills and expertise, the Authority can achieve maximum efficiency and effectiveness in the discharge of its functions under this Act.

Under its mandate, the Authority is empowered to establish schemes for pensions, gratuities, and other retirement benefits in respect of its employees. These regulations, however, require the approval of the Minister before coming into force. The scope of the schemes may extend to the dependents of the employees or their legal representatives as well.

It is recommended that the Sierra Leone Roads Authority (SLRA) institute measures to conduct a comprehensive review of the outdated Parliamentary Act No.17 of 1964. This review will facilitate the restructuring and transformation of the authority. To ensure the effectiveness of SLRA's operations, the parliamentary act must be scrutinized and updated to align with current best practices. Therefore, the SLRA must take the necessary steps to effect the suggested improvements.

To optimize the functionality of the authority in Sierra Leone, we strongly advise the implementation of a well-organized and professional organizational structure that includes technical positions specifically geared towards strategic development and monitoring. Furthermore, we recommend that the authority seek out the assistance of an external partner to develop creative methods for tracking cash payments for rendered services. By doing so, the authority can foster the emergence of a proficient public entity in Sierra Leone.

We suggest implementing a Directorate-led structure to ensure a smooth operational and administrative system. As part of this recommendation, we propose a new management structure that would change the title of the Head of the Corporation from a 'General Manager' to an 'Executive Director'. The Executive Director would be supported by four (4) Directorates to aid in their work.

If the proposed new organizational structure is accepted by the authority, we suggest that the Corporation seek assistance from HRMO in designing job descriptions for the new roles that will be created on the proposed organogram. We recommend that the position of the Corporate Secretary should require a legal background, preferably an LLB, to work closely with the Law Officer's Department and the Attorney General's Office in matters related to legal affairs on behalf of the authority. Additionally, we recommend that the authority addresses the shortage of modern equipment and well-trained staff by adopting new technologies and implementing a comprehensive human capacity development plan.

It is important to maintain good coordination and collaboration with other Ministries, Departments, and Agencies (MDAs), especially with the Ministry of Transport and Aviation. To ensure that the delivery service entity remains relevant and effective, we suggest that the authority develop a comprehensive Training Policy and Plan that addresses both current and future needs. This should be reflected in the authority's Annual Budget. For better staff placement within the authority, we recommend that the authority consult with HRMO to conduct a thorough staff audit and assessment. Additionally, a records management unit should be established to ensure a centralized records management system within the authority. Finally, creating an enabling and conducive work environment will help enhance staff performance.

Based on the consultations, it has been identified that addressing the challenges at hand requires the development of a capable and effective state with strong institutions, monitoring systems, and early warning and response mechanisms that can respond to risks and threats promptly. This will involve building on existing strengths and applying critical lessons learned. It is important to establish a well-incentivized public and civil service system, as well as a durable and robust peace infrastructure, in order to ensure sustainable development in the country. These incentives should be accompanied by the promotion of integrity in the workplace.

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