THE BENEFIT OF COMPETENCE IN DEVELOPING THE NATION

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Good employee competence is needed in order to establish a good service. The higher the competence of the employee, the higher the performance of the organization and vice versa. Employee competence is very important due to organizational performance improvement. In a private sector, qualified employees will improve the quality of the customer service, so that, an organization seems to always continue improving the quality of its customer service and provides a decent life for its customers (Abomaleh and Zahari, 2014). According to Spencer in Sutoto (2004), he defined competence as the underlying characteristic of an individual that is causally related to criterion referenced effective and or superior performance in a job situation. The concept of competence as the combination of skills, knowledge, behavior, experience and feeling of being in on things that Jubek state employees uses in carrying out their work and they are cited to achieving result.

2.3.1 Skills

Provision of skills to Viva-cell employees result good services to the customers increasing the skills level, employees can be able to cope with wide range of better performance on the tasks. Organization employees have better skills and better knowledge condition can easily avoid mistreatment and render quality services to the people of South Sudan.

2.3.2 Knowledge

The information, understanding and skills Viva-cell employees obtain through education and experiences can use it in their work and they can move those ideas vertically, internally, externally and globally implies that learning capacity has become an intangible asset.

2.3.3 Behavior

Jubek state managers with their employees has cultured themselves from the knowledge that they have gain from the company the law has given Jubek state a mandate or responsibility to render affordable, reliable, achievable and quality services to the people of South Sudan.

2.3.4 Experience

Experience is the underlying knowledge or mastery of an event or subject gained through involvement in or exposure to it. Terms in philosophy such as "empirical knowledge" or "*a posteriori* knowledge" are used to refer to knowledge based on experience. A person with considerable experience in a specific field can gain a reputation as an expert. The concept of experience generally refers to know-how or procedural knowledge, rather than propositional knowledge: on-the-job training rather than book-learning.

2.3.5 Understanding
Understanding about duties and responsibilities as specified in their job description.

2.1 Service Delivery
Service quality can be determined by comparing the perceptions of consumers for the services that they obviously received the services that they expected to get through the attributes of an enterprise service. If the received service or perceived service is what they have expected, then the perceived service delivery is good and satisfactory. Moreover, if the received service is exceeding the consumers' expectation, then the perceived service is excellent. While conversely, if the received service is lower than expected, then the perceived service is classified as a poor quality of service. Kotler (2002) explained that the definition of service is any action or activity that can be offered by one party to another, which is essentially intangible and does not result in any ownership; its production may be linked or not linked to a physical product. A service is the producer behavior carried out to meet consumer needs and desires in order to achieve customer satisfaction. Kotler also said that behavior could be occurred during, before or after the transaction. And these actions or activities are as explained below:

2.4.1 Meeting expectations
The single most important driver of satisfaction with customers/people services is that services meet expectations. People are more likely to say that a service meets their expectations when employees listen to them, understand their circumstances and treat them as an individual, know about the services their organization offers and can help; communicate in a clear and simple way; treat them with respect; are customer focused - friendly, polite and approachable and follow through or do what they say they will do.

2.4.2 Competent employees
There is considerable overlap between meeting customer expectations and what it means to have competent employees. Competent employees knows about the services their organization offers and can help the customer, or direct them to someone who can help; listen to and understand their customer's circumstances; are customer focused - friendly, polite and approachable and they can communicate in a clear and simple manner.

2.4.3 Keeping promises
A 'promise' is any undertaking or commitment made by a staff member or organization. Keeping promises involves, employees who does what they say they will do; service standards (particularly for response times) so that employees knows what is expected of them and the public are aware of the standards they can expect to receive.

2.4.4 Treating people fairly
It is generally assume that employees treat people fairly which showed that what matters most is the service experience rather than the outcome. Being treated fairly is the single most important driver for customers. Treating people fairly involves employees who treat all customers with respect, are non-judgmental and have a reasonable degree of flexibility; treating people in the same circumstances the same; explaining the reasons for decisions in a reasonable manner.

2.4.5 Individual circumstances
When employees took the time to listen and ask questions in order to fully understand an individual's situation, people felt their circumstances were being taken into account. People feel that their circumstances are taken into account when, employees are able to exercise some flexibility, particularly in relation to scheduling appointments; senior and more experienced employees with the authority to exercise discretion are available when individual circumstances need to be taken into consideration; employees are professional at all times, for example showing customers respect by being on time and keeping appointments.

2.2 Factors Affecting Employee Motivation in the Workplace
Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees are needed for the survival of the organizations and it helps to increase productivity. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). Organizations can motivate the workforce most through introducing appropriate reward and recognition programs and other benefits. Bishop (1987) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of the employees. Research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

According to some previous researches, it is seen that factors that affect the employees of different organizations in a negative way are- insufficient wage and job security, limited training programs, lack of new opportunities etc. Moreover, with the pace of time several other factors have been revealed those are negatively affect employee motivation and performance. That is why there are different researches made by researchers to determine the factors that motivate the

employees in a positive way and as a result of these researches too many factors have been found (Mak & Sockel, 2001; Velo& Mitta, 2006).

A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors:

(a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security. Research conducted by Lindner (1998) by using a descriptive survey of twenty five (25) employees in research center, rank-ordered the motivational factors affecting employee performance as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems. When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Ölçer (2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employees skills and work rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and performance level.A study on fast food industry conducted by Hossain and Hossain (2011) found several different factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work. These factors could have great impact on employee motivation.

The factor that affects the workplace environment or increase the motivational levels of employees are further discussed below;

Relationship between co-workers

Workplace is all about people working together to achieve a uniform goal, so it's important that all the co-workers respect each other and never show disrespect towards each other. If employees have good understanding of the work other perform and how their duties are adding value to the organization then it is easier to create a workplace where respect and responsibility prevails. Good relationship between employees also decreases the stress level and employees feel more relaxed at workplace.

Leadership role at workplace.

Leader plays a key role in maintaining a conducive work environment. The leader should understand how to deal different employees. It is imperative on the leaders that he should respect the employees and this would make others take a leaf out of his book and this would help in prevailing a culture of mutual respect and honor.

Managing Conflict at Workplace

Whenever people from different background or group of people work together then there are chances that a conflict will arise. So it's important to manage the conflict in a way that it will not affect the environment of the workplace.

Management shall make such policies and guidelines that help in resolving conflicts at its earliest and in the most soothing way.

Workplace incentives

Incentive where are on achieving financial results for the company are important, on the other hand they could very well be on how well on maintains him/herself at workplace and add to the serenity of the organization. Someone who promotes the notion of one organization adds calmness and shows respect, performance characteristics that are not material.

Workplace Culture

The Organizational Culture dictates the norms and behaviors that people depict while at work. Work culture engulfs everything at work from way people enter the office to the way they leave, the way they dress to the way they eat, it's how one does things at work, they could be official or non-official, but it impact deeply on the organization, and motivation people show. A culture of knowledge sharing, helping each other, communication, respect, one that has the flexibility to absorb mistakes will have more motivated staff than one where mistakes are not tolerated, one where layers of structure exist that hinder communication and knowledge sharing.

Workplace Education or Learning

Learning at business is beneficial to both the person and the organization, on one hand where its adding to the strength of individual, similarly the business is benefiting from the skills, attitudes and behavior the working is acquiring. It just that to motivate the employee businesses should provide enough opportunities where staff can learn more and more about skills that adds value to the firm and facilitate the transfer of learning through provision of adequate resources and through channelizing the implementation of the skills learnt.

Organization can very well create a culture where employees share their skills, ideas and views, because if organization create a climate where people share their ideas and want to transfer their skills to other employees, this would create motivated staff as they could see it as an opportunity to grow and a great way to learn from experience.

Appreciation & Recognition

William James said, "The deepest desire in human nature is to be appreciated." It does not matter how much you pay someone, everyone want to know that their efforts are being seen and appreciated, especially by their manager. Don't just send them a thank you e-mail - that just means you care enough to hit the "Enter" key. If you really want to thank someone buy them a real "Thank You" card and describe how their behavior and performance has added value to the team and organization. Make it a point to catch people doing things right and they will inevitably do things right more often.

Feeling Involved In the Work Process

Research shows that when people get to participate in creating a system or process, they are much more likely to follow it than one simply imposed upon them by an outside expert. Recognize that the people doing the job have the knowledge of how things can be done better, faster, and cheaper. If you want them to tell you, then make it easy for them to offer suggestions and reward employees who contribute ideas that add value to the bottom line.

Achievement

Napoleon once remarked, "It is amazing how willing men are to risk their lives for a little bit of tin and ribbon to wear upon their chest." Awards and prizes can serve as a great motivator to harness the power of healthy competition. It is always better to use rewards that are meaningful and inspiring. When an employee exceeds your expectations, then make sure you recognize their achievement. On the day someone retires, they will pack up these awards and prizes to serve as fond reminders of a wonderful career.

Job Security

If everybody had what it takes to be an entrepreneur, then there would be no General Electric or Toyota and we would all be buying products from artisans and craftworkers. Thankfully, many people prefer to be part of a large organization and can be more productive when they get to focus on doing their job instead of worrying about developing a business plan or marketing strategy. Telling people that they are lucky to have a job creates an atmosphere of fear and worry that decreases job performance. Instead, tell your employees that the company is lucky to have such a skilled and committed workforce and people will take pride in their work and their company.

Increased Responsibility

We all know that some employees lack ambition and have no desire to advance on the job, but the vast majority of workers want a chance to take on more responsibility and add more value to the organization. Always be aware of opportunities for training that will equip your employees with the skills and tools they will need to advance in their career. Always try to fill open positions with internal applicants before looking for an outside candidate. This will create a culture of career development and preserve institutional memory and organizational knowledge so that it can be transferred to rising employees as they advance in their own career.

Good Working Conditions

If you want to get the most out of people you need to create an environment that facilitates success. At the minimum, you must offer a safe, clean, and sanitary work site. To get the most out of employees, help them take pride in their workspace, even if it is only a cubicle or workstation. Allow people to personalize their own work sites with photos or small trinkets so they will feel like they have a place that belongs solely to them.

Being Part of a Team

Being part of a dysfunctional team is an emotionally draining experience that results in low morale, low productivity, and high turnover. The great coach, Vince Lombardi, once remarked, "Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work." We are all social beings and we all want to be part of a healthy team where we can give and receive support, help, and encouragement. Organizations can harness this natural human desire by aligning employee efforts to achieve goals that are mutually beneficial to both the organization and its employees.

Help with Personal Problems

How many times have you heard about a bad boss who told their employees to leave their problems at the door so they could focus on their job? Unfortunately, they probably left their motivation and productivity at the door as well. Smart

managers know that it is not their job to be a counselor or therapist, but it is there job to recognize when one of their employees is having personal problems that are affecting their job performance. They need to have open lines of honest communication so that employees can feel encouraged to ask for help and then be directed to their Human Resources Department or their Employee Assistance Programs.

Reference

[1] Hossain and Hossain (2011)
[2] Harpaz (1990),
[3] Ölçer (2005)
[4] Mak & Sockel, 2001; Velo& Mitta, 2006).
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[8] Harpaz (1990)
[9] Abomaleh and Zahari, 2014).