

EMPLOYEE WELFARE AND ACCOUNTABILITY

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According to (Balfour 2013), "Employee welfare refers to the efforts made by the employers to improve the working and living conditions over and above the wages paid to them. In its widest sense it comprises all matters affecting the health, safety, comfort and general welfare of the workmen, and includes provision for education, recreation, thrift schemes, convalescent homes". It covers almost fields of activities of workers e.g., social, economic, industrial and educational. According to (N.M. Joshi, 2011) "Employee welfare work covers all the efforts which employers take for the benefit of their employees over and above the minimum standards of working conditions fixed by the Factories Act and over and above the provisions of the social legislation providing against accident, old age, unemployment and sickness". According to (Labour Investigation Committee (LIC) 2012 in India.) "Anything done for the intellectual, physical, moral and economic betterment of the workers, whether by the employers, by the government or by other agencies over and above what is laid down by law or what is normally expected on the part of the contractual benefits for which worker may have bargained."

• Retention

Retention is a voluntary move by an organization to create an environment which engages employees for a long term" Chaminade (2013 cited in Chibowa et al. 2010). According to Samuel and Chipunza (2010), the most important purpose of retention is to look for ways to prevent the capable workers from quitting the organization as this could have negative effect on productivity and profitability. The view that the main purpose of retention is primarily for organizational gains is similarly viewed by Humphreys et al. (2014), who in describing the concept, place the focus of retention in terms of "some notion of adequacy or sufficiency of length of service", which can be measured in terms of a return on the costs of investment associated with training and recruitment or the effects on patient care that are considered to be optimal. In addressing the multi-dimensional concept of retention, Cascio (2011) perceived retention as initiatives which the management takes to prevent employees from leaving the organization. The issues which the latter further proposed are employees being rewarded for doing their jobs effectively, ensuring that the relationship between employees and managers are harmonious, and maintaining a working atmosphere which is safe and healthy.

• Benefits

According to (DeCenzo and Robbins; 2011). Something that produces good or helpful results or effects or that promotes well-being of an individual. However, Employees today are not willing to work only for the cash alone, they expect 'extra'. This extra is known as employee benefits. Also known as fringe benefits, Employee benefits are non-financial form of compensation offered in addition to cash salary to enrich workers' lives. (Vincent Gordon, 2010) benefits in kind (also called fringe benefits, perquisites, or perks) include various types of non-wage compensation provided to employees in addition to their normal wages or salaries. Therefore, the purpose of employee benefits is to increase the economic security of staff members, and in doing so, improve worker retention across the organization. (Abraham Stanley, 2010), Employee benefits, on the other hand, are those entitlements other than salaries, wages, commissions, and tips, and that can be given to employees in forms other than payment. These often come in the form of health or medical insurance, life insurance, disability insurance, employee stock options and profit-sharing plans, and even retirement plans. Vacation days, holiday pays and maternity and paternity leaves are also considered employee benefits.

• Motivation

According to (Osifo Charles, 2011). The word Motivation derives from the Latin word "Movere". The Latin word "Movere" means "To move", "To drive" or "To drive forward (Gilliland, Steiner, & Skarlicki 2013) "Motivation refers to the degree of readiness of an organism to pursue some designed goal and implies the determination of the nature and locus of forces inducing the degree of readiness." Motivation is a process whereby needs instigate behavior directed towards the goals that can satisfy those needs." Motivation is the inner state that energizes channels and sustains human behavior." (Saunders, Skinner, Dietz, Gillespie & Lewicki 2012) Motivation drives human being to right path. For this, Motivation is called working force. For higher productivity and achieving organizational goal, Management must obtain motivational steps to provide proper motivation to employees. Motivation is an attitude which is work-related. If proper motivation is given to employees or workers, they intend to work spontaneously. Motivation is such a process which is used to inspire, increase stamina and work ability by mentally satisfaction among the employees or workers to their work or job in an organization. In brief, Motivation is something which inspires one to work self-intentionally

- **Accountability**

According to (Trump Stanley, 2014), In leadership and management roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable to any situation. According to (Brown Criagn 2013). Accountability is a relationship based on the obligation to demonstrate and take responsibility for performance in light of agreed expectations. According to (Halwett J. Tom, 2012), Accountability is a relationship between an actor and a forum. This can be an occasional, contingent and informal relationship, for example between a politician and an inquisitive host on some matters related to services delivery and distribution. According to (Charles Winey, 2011), Public accountability comes in many guises. Public institutions are frequently required to account for their conduct to various forums in a variety of ways.

- **Accuracy**

Information relating to an entity is accurate if all data to that entity have been reflected in its records (Stein, 2000). The more accurate the information is, the higher the quality and the more securely managers can rely on it in making decisions (Stoner et al., 1995). For financial performance and information to be accuracy, it must have value in terms of assisting users in making and evaluating decisions about the allocation of scarce resources and in assessing the rendering of accountability by preparers. Financial information is to assist users in making decisions about the allocation of scarce resources by assisting them in making predictions, about future situations and in forming expectations and or it must play a confirmatory role in respect to their past evaluations on financial performance (SAC 3, 1990). The information that the board receives must have relevance to their responsibilities and tasks (Stoner et al, 1995). Information is accuracy, if it is able to influence economic decisions of accountability and it is provided in time to influence those decisions. An accuracy of information has predictive value and the important roles of financial performance has to be predicted value and it will helps to evaluate or assess past present or future events on performance.

- **Transparency**

According to (Christopher John 2011), Transparency is a multifaceted concept that is often conflated with accountability or even corruption, impartiality, and rule of law. According to (Bauh 2010) Transparency is sometimes more narrowly defined as “the release of information which is relevant for evaluating institutions” According to (Philip Jackson 2012) transparency is government's obligation to share information with citizens. It is at the heart of how citizens hold their public officials accountable. According to (Willy Alfred 2013), Accountability is the process of Openness, accountability, and honesty that define government values. In a free society, transparency is government's obligation to share information with citizens. It is at the heart of how citizens hold their public officials accountable. According to (Brown Grey, 2014), Transparency is the extent to which investors/Government have ready access to required financial information about a company and services delivery, such as price and distribution levels, and audited financial reports of an allocated budgets assign to particular Government activities for her citizens.

- **Efficiency**

According to (Merlin W.J 2012) Efficiency is an Initiatives aimed at improving access and equity of available resources to all civil population efficiently to those that need them as their right of doing so. (Willy Greenfield 2013) Efficiency signifies a level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs that can be enjoyed by the concerned population. However, efficiency is a measurable concept that can be determined by the ratio of useful output to total input to minimize the waste of resources for the public for achieving the desired public output. Maitin (2004) says efficiency and effectiveness of performance is not a simple task, successful operation is governed by the extent to which the element of public sector receive attention which include; expertise, independence, objectivity and totality

2.3 Factor Structure between Employee Welfare, Accountability and Performance in Public Sector.

According to Steward George (2013) performance in Public Sector refers to the ability to operate efficiently, profitability survive grow and react to the environmental opportunities and threats. In agreement with this, Sollenberg and Anderson (2014) assert that, performance is measured by how efficiently the organization/Institution is in use of resources in achieving its objectives and it is delivering services to the needy. It is the measure of attainment achieved by individual, team, or Institution (Workman Henry, 2011) and (Hitt, et al 2012) believes that many Institution's low performance is the result of poorly performing assets. Low performance from poorly performing assets is often related to strategic errors made in the acquisition process in earlier years. The Public Sector performance refers to the act of performing activities. In broader sense, performance refers to the degree to which institutional objectives are being or has been accomplished. It is the process of measuring the results of an institutional policies and operations in monetary terms. It is used to measure the overall financial, health and other employees' benefits over a given period of time and can also be used to compare similar activities across different institutions or to compare industries or sectors in aggregation that is (Performance Analysis Conceptual Framework (PACW)).

- **Citizen Satisfaction**

According to (Jack.T Frang 2012) Satisfaction is backbone process through which individual authorities of a nation provides required services to citizens at their respective location across the country so as to improve the standard of living I relation to their major and basic human needs. According to (James Brain, 2011) Citizen satisfaction is a term

frequently used in marketing and service delivery that is a measure of how products and services supplied by an organization and institution meet or surpass customer expectation and their general demands.(Philip Rolley 2014) described as an abstract concept and involves such factors as the quality of the product, the quality of the service provided, the atmosphere of the location where the product or service is required,

- **Service Delivery**

According to (J. Henry 2013) A service delivery framework (SDF) is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific manner. (Peter Brown, 2014) Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. According to (Charles Hillbow, 2013) description, good service delivery provides clients with an increase in value. Services provision and for strengthening institutions of accountability in governance. The series highlights frameworks for creating incentive environments and pressures for good governance from within and beyond governments. According to (Mike Horn 2012) it outlines institutional mechanisms for empowering citizens to demand accountability for results from their governments. It provides practical guidance on managing for results and on prudent fiscal management.

- **Policy Making**

According to (Carter Jimmy, 2012) Policymaking is the act of creating laws or setting standards for a government or business. For example, when the President and his staff draft and pass a new crime bill. (Merriam Jerry, 2013) Is a set of objectives set by the government relating to the general health and welfare of the public and actions taken to accomplish it or the manner in which public policy is formed, implemented and evaluated. It is also the means by which a government maintains order or addresses the needs of its citizens through actions defined by its constitution. Through this legal and political process, they have created a new public policy, which contains several different parts in order for it to serve its purpose. (Andrew Yang, 2011) best described it as the broad area of government laws, regulations, court decisions, and local ordinances. Today, government affects all aspects of our lives and many citizens and groups try to influence public policy through the political process by supporting candidates and political parties. (Corliner Scotter, 2013) Public policy can be generally defined as a system of laws, regulatory measures, courses of action, and funding priorities concerning a given topic promulgated by a governmental entity or its representatives and on the other hand can generally refers to the building and development of relations between an organization and politicians, governments and other decision-makers. The industry has developed over recent years and is normally considered a branch or sub-discipline of public relations (PR).

REFERENCE

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