Effect of Recruitment Challenges on Public Healthcare Organisations: A Study of Nnamdi Azikiwe University Teaching Hospital, Nnewi

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***Abstract*- This study investigated effect of recruitment challenges on public healthcare organization: a study of Nnamdi Azikiwe university teaching hospital Nnewi. Recruitment is a process of obtaining application for Jobs from among whom the right people can be selected, it is a formal process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when the applications are submitted, it results is pool of applicants from which new employees are selected. Primarily data was used in the study and correlation coefficient was also used to analyze the data showing that there is significant relationship between recruitment practice and organizational performance both internal and external factors that affect recruitment process in the hospital concludes that if organizations recruits right, both qualified and experienced health professional, it will be of immense benefit to the health organizations, it is recommended that hospital management should be left in the hands of professionally experienced health personnel who will handle recruitment, selection and placement of health personnel into public hospitals, job security should also be assured to staff.**

Keywords: **Recruitment, Health Personnel, Hospital, Job Security.**

I. INTRODUCTION

Background Of The Study

The difficulty of attracting and keeping health professionals/ staff in both the rural and urban areas in Anambra State has been well established, by providing the necessary equipment needed (Best; 2000). Recruitment and retention of these health workers in the slate has been a very problematic issue till date. Staff turnover rates are high and there is evidence that this can be attributed to range of factors, some of which are harder to control than others (www.inc.com/healthencyclopedia 2010).

In addition, there is increase exodus of state health workers to either the federal establishment like the federal Medical center or private hospital within and outside the state as a result of malpractices and unfairness in the recruitment and retention of health workers of Anambra State Teaching hospital, Health encyclopedia Pg 4 (2010).

In response to the disappointment seen in the sector in Nigeria during the last two decades, the , government of President Olusegun Obasanjo launched liberation of policy to turn the Nation's economy including the health care sector toward a market oriented system. This policy includes a comprehensive privatization. Programme of state-owned enterprises (SOEs) (Osean Journal of Science Pg 3, 2010).

In his opening address to the national Council on privatization, the president stated that there was a time when publicly owned enterprises and hospitals were better than private organizations for stimulating and accelerating National economic and Health development and that those days are over (Bureau of Public Enterprises, 2001). He argued that SOEs especially state owned hospitals have failed to live up to their expectations and that "something must be done to improve the quality of health care and other health care services". From this, an attempt was made to elevate some state owned hospital and teaching Hospitals inclusive to determine if its poor health care delivery will be controlled through its new owners recruiting quality staff to help save the situation.

However, Nnamdi Azikwe University Teaching Hospital, Nnewi, was initially established by the British Colonial Government in the late 1930s as an infirmary and was used as casualty control post for soldiers evacuated from Cameroon. It was inherited by the East Central State Government and was later inherited by the Nnamdi Azikwe University in 1990.

The federal government elevated the institution to tertiary health care center in 1992 to offer qualitative health care services to the residents within and around the state, teaching of medical and paramedical health care professionals and research in diverse health care field.

Currently, the centre trains pre-registered doctors precisely about 70 House Officers annually since 1998 (Teaching Hospital House Journal, pg 4, 2000) in addition to internship programme in Pharmacy, Medical Laboratory Science and trainee Health information management technicians accreditation for training of resident doctors has been completed in four clinical disciplines viz; Obstetrics/ Gynecology, pediatrics, family medicine and surgery (Teaching Hospital House Journal, pg. 3, 2002).

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The centre is planned as 500-bed capacity facility offering specialist services in Obstetrics and Gynecology, Internal Medicine, Radiology, Pediatrics, family medicine, plastic surgery, general surgery, Pathology, Anesthesiology, Orthopedics, Ophthalmology, Optometric, Dentistry, Trauma Surgery, cardiology among others from this background the researcher wants to discuss the recruitment challenges confronting the hospital from delivering qualitative medical health care services.

II. STATEMENT OF THE PROBLEM

People are integral part of any organization. No organization can run without human resources. In today's highly complex and competitive environment, choice of right person at the right place has far reach implication for an organization' functioning. Nnamdi Azikiwe University Teaching Hospital, Nnewi has faced a lot of challenges in its recruitment of professional personnel.

There are cases of political interference in the recruitment which leads to employment of inexperienced personnel in the field which in turn results too many death recorded. Many recruitment at times has been influenced by ethnicity and "whom do you know syndrome" instead of experience. There are exoduses of staff turnover to other hospitals within and outside the state as a result of poor working condition. All these lead to patients being relocated to other hospitals by their families. A question one may ask is that if one is recruited, how long he/she be in the state of things in the hospital.

III. OBJECTIVES OF THE STUDY

The general objective of the study is to determine the recruitment challenges in the health care sector using Nnamdi Azikiwe University Teaching Hospital. The specific objectives are:

1. To determine if recruitment practices will leads to organizational-performance in the health care sector.
2. To determine the factors affecting recruitment practices in the healthcare sector.
3. To ascertain the effect of poor recruitment practices in the healthcare sector.
4. To determine if recruitment will lead to employee's retention in the health care sector.

IV. SIGNIFICANCE OF THE STUDY

It is hoped that this study will be of great significance to the doctors and management of hospitals hence it will give them adequate information on recruitment issue.

Also the findings of this study will add to the stock of literature which can be utilized by researchers for further studies to enhance work performance in health care sector. The finding will equally benefit those, organizations who have not appreciated the need for attracting high professional personnel to enhance their performance. Finally, the findings will complement the efforts of the Federal Government who have been striving to persuade Nigeria medical association to embark on recruiting experience professional personnel.

V. LITERATURE REVIEW

Conceptual Framework

No organization can work without human being, so human beings are important in every organization, we have steps in recruitment process and when followed in order you get what is needed.

Recruitment is a process of obtaining application for jobs among people, it is a formal process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when applications are submitted, it results in pool of applicants from which new employees are selected. (Chandan 2009).

The essential thing is to have organization, another is to have people working but the best is to fix people at the appropriate place for them to give you the best. Steps in recruitment process, you have to analyze the job, second specify and describe the job then selection that is pooling of curriculum vitae then select the appropriate people selecting the appropriate people is recruitment, when you recruit plan on how to retain, train and develop them for effective performance.

VI. IMPORTANCE OF RECRUITMENT

The general importance of recruitment is to provide a pool of potentially qualified job candidates. Specifically, the importances are:

i. Determine the present and future requirement of the organization in conjunction with its personnel planning and job analysis activities (Paul 2009).
ii. Increase the job pool of job candidates at minimum cost.
iii. Help increase the success rate of the selection process by reducing the number visibly under qualified or job application (Inyang and Ebitu, 2000).
iv. Help reduce the probability that job applicants, once recruited, selected will leave the organization only after a short period of time,
v. Meet organizational legal and social obligation regarding the composition of its workforce.
vi. Being identified and preparing job applicants who will be appropriate candidates (Eze, 2006).
vii. Increase organization-individual effectiveness in the short term and long term.
viii. Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

VII. INTERNAL RECRUITMENT

This is a situation where vacancies are filled from within the organization. This is a case of promotion from within and

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selection for promotion be based on seniority, experience or merit, or a combination of two or more of these criteria.

The company may even create a job bidding or posting system (Bohlander and Snell, 2004). This involves the practice of announcing all job vacancies on company notice and inviting employees to bids or applications. Such notices specify the job title, rate of pay and qualified employee a fair opportunity to obtain a better job (Cole 2000) it also reduces the likelihood of special deals and favouritism from entering into recruitment and selection processes.

However, additional employees are obtained through nepotism, that is by asking current employees to inform their friends and relatives that the company is going to hire some additional worker (lyang 2002).

VIII. EXTERNAL RECRUITMENT

External recruitment occurs when-a firm desires to fill entry-level job, to acquire skills known not to be possessed by current employees and to obtain employees with different backgrounds so as to serve new ides (Eze, 2006).

Employees can be attracted from such sources as schools, colleges and universities. They can also be 'attracted from other organizations including competitors. There are potential employees who as unsolicited applicants will apply on their own particularly if the organization is reputable (Bennet 1982).

However, external recruitment can be source through the following ways.

i. Advertisement in Newspaper's trade, magazine, professional society journal, television, radio, notices outside the organizations/factories.
ii. Public Employment Agencies: This is most source of unskilled and semiskilled labour n many countries unemployed labour registered with such agencies who in turn are able to pass information regarding labour requirement to their offices throughout the country (Inyang and Ebitu, 2000).
iii. Private Employment Agencies: These agencies have expanded over the years and are now important sources of supply of office personnel. They often undertake certain amount of initial screening of candidates before sending them to the organization for interview. Sometimes, they carry out the entire recruitment services. These are also called Management Consultant Firms (lyang and Ebitu, 2000).
iv. Professional association contacts which maintain lists of people who are interested in changing jobs and which circulate to interested members of their association details of vacancies which have been notified to them (Cole, 2000). Such agencies are important or useful when attempting to recruit doctors, nurses, midwives, accountants, architects, personnel officers and other professionals.
v. Executive search" or "Head hunting": This is common in the recruitment of senior staff. Having identified the requirements of the job to be filled, the agency does not advertise the vacancy, but instead approaches those individuals whom it considers to be suitable (Pigors and Myers 2001) and might be interested in the post. Such people come to the attention of these agencies mainly through personal contacts in employing organization.
vi. Trade Union: In certain trades like the printing or coal mining, it is impossible to recruit new staff except through the appropriate trade union. Union in these trade must first be approached regarding any vacancy and only if it is unable to supply a worker, may the organization use any other source of suitable labour (lyang and Ebitu, 2000).
vii. University Recruitment: This is primarily done by very large organizations interested in 'recruiting experts, for example, in scientific as well as administrative personnel.

IX. FACTORS INFLUENCING RECRUITMENT

In every organization, the following factors influence its recruitment practices.

i. Nature of the organization: This may influence the recruitment process. For example, in the private sector the emphasis is on systematic recruitment of potential applicants. The choice is based purely on merit, the employee's ability and experience (Jinkson, 2009). But the public sector, like in Nigeria, even when such systematic selection process is employed, it is often mellowed down as a result of the patronage factors the ethnic criteria, federal character, catchment area etc.
ii. Labour Market: The industrial organization must deal with the labour market. If there are many applicants, a situation of saturated labour market, the selection process is long and the organization can be quite selective in its choice. If there is only one applicant (tight labour market), selection is short and relatively easy (Cole 2001).
iii. Trade Unions: Sometimes trade unions contracts require that membership be a criterion in recruitment.
iv. Government: government law and regulations have been made to guarantee equal employment opportunity and human right.

X. FACTORS AFFECTING RECRUITMENT

There are a number of factors that affects recruitment. These are broadly classified into two categories: Internal factors and external factors.

1. Internal Factors

The internal factors also called as "endogenous factors" are the factors within the organization that affect recruiting personnel in the organization. Some of these are:

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a. Size of the Organization: The size of the organization affect the recruitment process. Larger organization finds recruitment less problematic than organization with smaller in size (Leykoft, Levy and Weitzman, 2010). In organization thai has a well formal and organize structure and procedures and criterion fruiting personnel is less problematic and easy to conduct than an organization that has no organized and formal structure in its recruitment process.
b. Recruitment Policy: The recruitment policy of the organization, that' is recruiting from internal source and external sources also affect the recruitment process. Generally, recruitment through internal sources is preferred, because own employees know the organization and they can well fit into the organization culture (Shivani2011).
c. Image of the Organization: Image of the organization is another factor having its influence on the recruitment process of the organization. Good image of the organization earned by the number of overt and covert action by management helps attract potential and complete candidates (Schechter, Strasser and Santangelo, 2011) Managerial actions like good public services like building roads, public parks, hospitals and schools help earn image or goodwill for the organization. That is why chip companies attract the larger number if application image of the job better remuneration and working conditions are considered the characteristics of good of a job. Besides, promotion and career.

Development policies of organization also attract potential candidate (Aishah, 2011), Seidman (2010).

2. External Factors:

Like internal factors, there are some factors external to organizations which have their influence on recruitment process. These include:

i. Demographic factor: As demographic factors are intimately related to human beings, i.e., employees, these have profound influence on recruitment process (McNeilly, Musick and Efland 2011). Demographic factors include age, sex, literacy, economic status etc.
ii. Unemployment Situation: The rate of unemployment is yet another external factor, its influence on 'the recruitment process. When the employment rate in an area is high, the recruitment process tends to be simpler. The reason is not difficult to seek. The number of application is expectedly very high which makes easier to attract the best qualified applications. The reserve is also true. With low rate of unemployment, recruiting process tends to become difficult (Aishah, 2011).
iii. Labour Laws: There are several labour laws regulations passed by the central and state governments that govern difficult type of employment. These cover working condition, compensation, retirement benefits, safety and health of employee in industrial undertakings (Paul. 2009). The child labour act, 1986, for example prohibits employment of children in certain employments. Similarly several other acts such as the Employment Exchange Act, 1958; the Apprentice Act. 1961; the Factory Act, 1948; and the Mines Act 1952 deal with recruitment.
iv. Legal Consideration: Another external factor is legal consideration with regard to employment reservation of jobs for schedule tribes, and other backward class (OBC) is the popular example of such legal consideration. The supreme court of India has given its verdict in favour of 59 percent of jobs and seats. This is so in case in the educational admission also.

XI. RECRUTTMEUT COSTS

Recruitment is a serious business and is costly both in human terms and in terms of time and money. Inyang and Ebitu (2000) state the following recruitment costs involved in recruitment of staff in any organization.

A. Actual Cost

i. Personnel costs involve salaries and benefits for all the executive etc involved in the exercise of recruitment processes.
ii. Operational costs include letters, advertisements, applicants travel and living expenses
iii. Overhead costs include rent, furniture and office equipment,
iv. Administrative cost involve the administrative costs of adding the new employees to the payroll, salaries and allowances,
v. Training costs involve the salaries of training and development of the staff salary of the employee during training and costs of any special materials or facilitates for training.

B. Potential costs:

Paulson-Elis and Whitchrch (2008) state that these are costs that might be incurred if a wrong selection, decision is made and it includes the following areas:

i. Cost incurred through engaging a candidate who subsequently fails e.g. record keeping, learning costs etc. however, all actual costs will of course subsequently be re incurred.
ii. Costs incurred by rejecting a candidate who would in fact have been successful in the job costs of recruiting and assessing an additional applicant to replace the rejected candidate.
iii. The cost of failure to the candidate-loss of self confidence.

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C. Hidden cost:

Hidden cost occurs when poor selection process creates high turnover in an organization. This could be very expensive for such organization (Cole 2000).

XII. THEORETICAL FRAMEWORK

This study is bases on scientific management theory of Frederick .W. Taylor (1947). The philosophy of Taylor scientific Management is summarized in four basic principles which includes:

- The development of a true science of management.
- The scientific selection of the worker
- The scientific education, training and development of the worker.
- Intimate friendly-cooperation between management and labour.

The first and the second principle are found most suitable for study. Every knowledge-based organization like the Nnamdi Azikiwe Teaching Hospital adopted Taylor's principle of scientific selection in order to improve their performance and increase job satisfaction since recruitment of qualified professional health care personnel improve quality health care service.

XIII. EMPIRICAL REVIEW

Thabo, Ntonghanwah and Kebonyengwana (2002) conducted a study on the relationship between recruitment, training and productivity among Nurses and Midwives in Botswana. The objective of their study was to determine if there is any relationship between each of the variable. Training leads to high productivity. And it is when organization especially health care sector appreciates the need for attracting or hiring highly qualified medical personal to handle some health cases in the hospital that productivity will increase. They recommend that hospital management whether private or public should endeavour to recruit best and qualifies health professionals to man major activities in the health care delivery.

Also Stavrous-Costea (2005) conducted a study on the challenges of human resource management towards organizational effectiveness in Southern Europe. He surveyed 50 private and public organizations to ascertain the level of cultural change in work output. He discovered that when seeing to create culture change such as privatization, human resources experts have to intervene through recruitment and socialization of members that fit the new culture and removal of members that deviate from the culture. He concluded that coherent human resources policies such as recruitment must be implemented in order to achieve the consistency in the process of cultural change. He finally recommended that recruitment as one of the human resources policies and activities is also a significant management tool to promote commitment of the labour force to the new organizational culture or at least, to help define acceptable corporate behaviour in the new organization. He added that recruitment process should be redefined since it is the hallmark of the effectiveness of any organization in this competitive economy.

The objective was to determine the challenges confronting staff recruitment in the health sector. They discovered some factors that challenge human resources recruitment especially in the health care sector which include health, managing talent, employee rewards, retention, training and development technology. Tribalism, nepotism and corruption, they concluded that these challenges affect the health sector directly and indirectly from delivery of qualitative services to the people. They recommended that recruitment into a knowledge based organization especially in the health sector where practicability in ensure should be fair without tribalism or any unjustified means.

In another study by Akinsola and Ncube (2000) using multiple regression analysis .examined the impact of recruitment exercises on the productivity of nurses and midwives in Nigerian General Hospitals. The result indicates that there was a highly significant relationship between nurses and midwives and level of productivity. The study show that the recruited nurse-midwives than the administrative officers as a result of the nature of their work.

Seldman (2010) conducted a study on the factors that affecting recruitment in the knowledge based-organization in United States. His intention was to determine the major factors that hinders the recruitment of professional and qualifies personnel into sensitive service oriented organization and the way out. He surveyed 50 public hospitals in New York that have stayed more than 50 years of existence and discovered that politics recruitment or appointment into key positions in the hospitals and therefore affects their growth and development. He concluded that political consideration should be put behind in the areas of recruitment or appointments of key personnel that will work into eh hospitals because the lives of the peoples' are trusted in their hands. He recommended that the government at all level should remove their individual's self- interest and allow medical professional bodies to take charge of recruitment and appointment of key personnel into the hospital operation to ensure quick and quality health care services delivery.

Another study conducted by Abdullahi (2010) on the politics of managing Public Hospitals n Nigeria discovered through survey that politics plays a key role in the recruitment and management of public health care sector in Nigeria. He maintains that politics in the hospital management has been a way of settling political partners and contenders after election. Families of political supporters are often recruited in the .services they render to the public. He recommended that government should endeavour to allow the medical professional bodies like Nigeria Medical Association to take the responsibility to recruitment of professional healthcare

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personnel in the Nigerian Public Hospital and other health delivery Organizations.

Okorie (2011) conducted a study on the Agony in the management of public hospitals in Nigeria. The aim of the study was to determine the rate/level of government interference in the management of public hospitals. He surveyed 50 general hospitals across the country and discovered that the rate of government interference is high in the management especially in the appointment of board members who have no knowledge of hospital administration. Also on the issue of recruitment of health personnel were done on the basis of whom you have or known in the country. He concluded that this ugly practice leads to recruitment of inexperienced health personnel which results to inefficiency, laxity and high rate of turnover of experience personnel to private hospitals where ethics of the profession *is* maintain and ensured. He finally recommended that in order to overcome this challenge, the health sector will need to innovate and do things differently. He added that the health sector have to market to a broader spectrum of health care professionals as well as develop the managerial skills and programmes to meet their needs and maintain a satisfied workforce. He finally emphasized that management should focused on human resource management strategies which include better understanding and retaining a talented and satisfied workforce; and recognizing and more effectively managing generational differences in the workforce.

Ummuro (2011) conducted a study on the health worker recruitment and deployment process; An emergency hiring in Nigeria. The purpose of the study was to determine why expatriate specialists are hired during emergency cases in the Nigerian hospitals with the aim of finding everlasting solutions to this problem. The study was mainly descriptive survey and findings shows that expatriates are often hired to take care of emergency cases especially when the health personnel is industrial action and this is being done by private individuals involved in such cases. The study concluded that most of the active roadblocks to changes in the health workforce policies and systems are "human" and not technical, stemming from back of leadership, a problem solving mindset and the alignment of stakeholders from several sectors. Also recruitment of qualified health personnel stopped for more than five years there by increasing their workloads without increasing their workloads without commensurate pay and this leads to turnover to a well pay-packaged health organizations outside the country thereby shortened our indigenous specialists. The-study however recommended that new employees should be given job orientation and outline-pay checks, to increase employee retention and satisfaction, it is essential to establish partnerships and foster commitment and collaboration to create need change in human resource management, strengthening appointment on merit is equally a powerful yet simplest ways in which the health sector and governments that seek to tackle the challenges of corruption and poor governance can improve their image and efficiency.

Finally, the quality and integrity of the public health sector can be improved only through professionalizing human resource management, reformulating and consolidating the currently fragmented human resource functions, and bringing all the pieces together under the authority and influence of human resource departments and units with expanded scopes. Human resource staff must be specialists with strategic human resource functions and not generalists who are confined to playing a restricted and bureaucratic role.

XIV. METHODOLOGY

The study was conducted in Nnamdi Azikiwe Teaching Hospital with its branches located at, Neni, Umunya, Ukpo, Awka and Oba. The Hospital has total staff strength of one hundred and seventy-three (173) including the branches. The sample size was determined using yaro yamani's formula

$$\frac{N}{1+N(e)^2}$$

The total sample size was one hundred and twenty-one (121) respondents (staff) that work in the ten (10) different service units (department) of Nnamdi Azikiwe Teaching Hospital. A questionnaire was developed and administered on 121 already determined sample respondents which fall on the following categories Doctors, Midwives, Nurses, Laboratory Technologists, pharmacists, Engineers, Accountants, Administrative officers, Dieticians and Medical Counselors.

Simple percentage was used to analyze data that do not involve hypothesis testing and the model specification for the test of hypothesis formulated was the Pearson product moment correlation coefficient. The statistical tool seeks to establish the strength or degree of association between the dependents and independent variable. Its value is between - 1 and + 1, that is -1< r < +1 and is stated below.

$$r= \frac{\sqrt{n\sum xy-\sum x\sum y}}{\sqrt{n\sum x^2-(\sum x)^2}\sqrt{n\sum y2-(\sum y)^2}}$$

Where r = correlation coefficient, y and are the variables of interest; n= number of service unit/departments in the Teaching Hospital,

Test of significance implies $t = \frac{n-2}{\sqrt{1-r^2}}$

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Categories of staff	Y	X	Y^2	X^2	XY
Doctors	8	2	64	4	16
Midwives	15	7	225	49	105
Nurses	21	11	442	121	231
Pharmacies	1 0	4	100	16	40
Laboratory technologies	7	3	49	9	21
Engineers	6	2	36	4	12
Medical Counselors	4	2	16	4	8
Accountants	4	1	16	1	4
Administrative officers	5	2	25	4	10
Dieticians	6	1	36	1	6
	∑y = 86	∑x=35	$\sum Y^{2=}1008$	$\sum X^2$ =213	∑XY = 45 =45

Source: Field Survey

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2 \quad (\sum y^2 - (\sum y)^2}}$$

$$r = \frac{10X453 - 35x86}{\sqrt{0x213 - (35)^2} \quad \sqrt{10x1008 - (86)^2}}$$

$$r = \frac{4530\text{-}3010}{\sqrt{2130 - 1125 \text{ x } 100080 - 7396}}$$

$$r = \frac{1520}{\sqrt{1005 \text{ x } 2684}}$$

$$r = \frac{1520}{31.7 \text{ x } 51.8}$$

$$r = \frac{1520}{1642.06}$$

$$r = 0.92$$

Test of significance

$$t = \sqrt{\frac{n-2}{1-r^2}}$$

$$t = \sqrt{\frac{10-2}{1-0.92^2}}$$

$$t = \sqrt{\frac{8}{1-0.8464}}$$

$$t = \sqrt{\frac{8}{0.1536}}$$

$$t = \sqrt{52.0}$$

$$t = 7.21$$

∴ t= 0.920 x 7.21 = 6.63 => calculated value

DF – n 2, 20 – 2 = 8 at 0.05, the table will be 2.31

Decision: Ho should De rejected while H_1 should be accepted because calculated value is greater than the table value (6.63>2.31); that is, effective recruitment practices leads to organizational performance and productivity in the healthcare sector.

XV. SUMMARY OF THE FINDINGS

Employees leave the organization in search of greener-pasture some retire some die in saddle. The most important thing is that enterprise grows, diversifies, and takeover other units all necessitating hiring of new men /women. In fact recruitment functions stop only when the organization ceases to exist. Many organizations hire personnel based on ethnic criteria, federal character, catchments area and other factors which affect the quality of work and the output.

XVI. RECOMMENDATIONS

1. Hospital management should be "left in the hands of professionally experienced health personnel to charge with the responsibility of recruiting qualified medical personnel.
2. A qualified medical personnel recruited and selected to work should be assured of full job security to show full commitment in the discharge of his duties.
3. Innovative and constructive ideas should be encouraged and implemented as a motivation to employees to enable them realizes their full potential.

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