

PERCEPTIONS OF PUBLIC MEDIA MANAGERS ON THE RELEVANCE OF PERFORMANCE CONTRACT IMPLEMENTATION IN SENEGAL

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ABSTRACT

The objective of the paper was to investigate managers' perception on the relevance of performance contracting, assess managers' views on contracting process and find out their involvement in the setting of PC before its introduction in Senegalese public media sector. The study adopted a mixed method research design both qualitative and quantitative. Structured questionnaires and semi-structured interviews were used to collect data. Data were analyzed by using descriptive statistics, whereby frequencies and percentages were calculated on the perception of participants. With the help of Statistical Package for Social Sciences 24.0, factor analysis, correlation model, Chi-Square tests, Multi Component Analysis, data were analyzed. The study established that there is a significant relationship between managers' perception and performance contracting. The research recommends the involvement of managers in setting the reference terms of contracts, in the initiative phase. The garish lack of data and prior studies constitute the main limits of the study.

Key words: Performance Contracting, Perception, Managers, Public Media, Senegal.

1. Background to the Study

Over the past decade several reforms have been undertaken in the Senegalese public sector. Many countries in world are experiencing the new public management (NPM) with one of its most important component performance contracting. Performance contracting (PC) is seen as a major management system of improving efficiency and effectiveness in organizations. In pursuing the performance improvement objectives within the public sector, New Public Management (NPM) known as a private sector practices was being adopted in the Public Administrations. Its models have therefore been invariably seen through the public service reform initiatives in many developing countries as the solution to reversing falling service delivery. The introduction of new public management models in Africa was influenced by challenges emanating by African countries trying to maintain a macro-economic stability, lowering inflation, reducing scope and cost of the government and cutting deficit spending by deregulating public institutions and ensuring they run as private sector business (World Bank, 1989). As part of New Public Management (NPM), contracting represents a supplement to the traditional, rule-based management of relations actors in order to improve performance.

Senegalese government also is starting experiencing performance contracting since 2009 in some public establishments and want expand it to all public service sectors.

The study therefore sought perceptions of public media managers on the relevance of performance contract implementation in Senegal in order to assess their view. However, in recent years Senegal has adopted this approach of performance contract as a management tool to restructure and improve public service. Performance contracting constitutes a range of management tools used to define responsibilities and expectations or objectives between the different parties to achieve mutually agree results. Armstrong (2000) stated that performance contract has to focus on developing a continuous and flexible process that involves managers and those employees acting as partners within the framework. Hence, performance contracting is an agreement between the government and the public media companies. The government will establish general goals for each organization; fix objectives for measuring performance and criteria, defined and specified intentions, duties and responsibilities.

The purpose of the study was to anticipate a research on the perceptions of public media managers of the relevance of implementing performance contract as a tool to measure service delivery. The specific objectives of the study are to: find out management perception on the relevant of Performance contract; investigate their personal views on performance contracting and their involvement in the setting of performance contract.

This research aimed at finding out the managers' perception on the relevance of performance contracting in the public media institutions. It forms a basis for policy formulation and master plans on how the signing of performance contract can be fully implemented among managers in the three media agencies.

The findings of the study will prepare the government to be able to monitor and evaluate implementation of performance contract and to advice effective way of administering the public contracts. They will be an example to other institutions by providing that challenges that maybe faced in implementing performance contract and show how they could avoid them and will assist managers to know how they can get best performance from their subordinates in the organization;

Scholars would found through findings of the study important as it will increase the knowledge in this field which is still a new policy reform in the country of Senegal and requiring further studies for exhaustive understanding of the effectiveness of performance contract system; hence, the research will constitute a basis for future study;

Findings of the research will allow the policy-makers to evaluate; control and correct if need before the end of the implementation to avoid failures.

2. Literature Review

➤ Performance contracting

Performance contract is a system originated in France in 1960s. It is a branch of management science referred to as Management Control Systems. Kumar (1994) defines performance contract as a Memorandum of Understanding (MOU). MOU is rooted in an evaluation system, which not only looks at performance comprehensively but also ensures forces improvement of performance managements by making the autonomy and accountability aspect clearer and more transparent. OECD (1999) defines performance contract as a range of management instruments used to define responsibility and expectations between parties to achieve mutually agree results. In Senegal, in most cases the implementation of new policy reforms is often limited by the achievement of fixed objectives due to the gap between planning and implantation. According to Chhabra (2005) the limitations which make the implementation of management by objectives (MBO) difficult are poor planning of the programs prior to implementation and lack of training and knowledge on the part of the supervisor in implementing program. That means the supervisor dictates the goals and targets to the subordinate without allowing any input from him/her and the demand that they be met in a specified time.

Performance contracting is used as a management tool to allow public media sector executives and policy makers to define responsibilities and expectations between the contracting parties to achieve common agreed results. Performance contracting is a modern management instrument adopted in many countries as part of the governments' public policy initiative to improve efficiency and performance under the wider reform initiatives of the government. The concept of performance contracting is often cited as an effective strategy to assure accountability and management for results-oriented.

Rules and procedures that are established by an institution have its own impact on the performance of the agencies. Similarly, (Middleton and Simpson and Scott, 2004) added that institutions consist of regulative structures and activities that provide stability and meaning to social behavior. And hold that the institution influences on the beliefs, attitudes and behaviors of social actors are secret but pervasive. This institutional theory is a theory that examines how an individual uses his social process to accustom himself in an organization that has its own norms, practices, rules, and conventions. Institutional theory can influence networks of variables so that their interactions result in achievement of annual set goals of the agency concerned. Hence through institutional theory, performance contract may affect the top managers' perception to achieve the objectives of the organization. These objectives may lead to improvement of quality of service delivery, job satisfaction among employees, better work, employees' performance, and organizational performance.

➤ Perception

Perception can be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment (Robbins et al 2004). There need not be, but there is often disagreement and it is possible that all employees in a firm may view it as a great place to work favorable working conditions, interesting job assignments, good pay, excellent benefits, an understanding and responsible management; but as most of mangers know it is very unusual to find such agreements. In other words, perception involves receiving stimuli, organizing the stimuli and translating or interpreting the organized stimuli so as to influence behavior and form attitudes (Cole, 2001). Perception is not necessarily based on reality, but is merely a perspective from a particular individual's view of a situation. In dealing with the concept of organizational behavior, perception becomes important because people's behavior is based on their perception of what reality is, not on reality itself; the world as it is perceived is the world that

is behaviorally important (Robbins et al 2004). Perception affects our working relationships in many ways relating to the factors of organizational behavior, such as: individual, group or structure. For instance, based on the situation, perceiver and target we may have the perception that the people we are working with are not good at their job, and therefore we may tend to avoid working with them, in fear of being held responsible for their mistakes, and in doing so, affecting our working relationship with our team members, and ultimately, the organizations effectiveness, efficiency, and the structural perception of the organization (Robbins et al 2004). Perception is psychological and can be measured by qualitative factors such as people's attitudes, emotions, previous experiences and their needs.

The above literature notwithstanding, it's clear that no detailed study has been carried out to specifically explain the effects of performance contracting on performance effectiveness, concentrating on the organizational productivity, organizational culture, organizational effectiveness and managers' perception. Therefore this research investigated and quantified effects of performance contracting on the perception of managers.

3. Research Methodology

The method used to conduct this study was based on both secondary data and primary data. Questionnaires were structured and administered to respondents and interviews were done with the executives for the primary data collection. For the secondary method, data were collected from different sources such as academic literature and articles, books, the government reports and websites. The study was carried out in the three public media agencies and questionnaires were given to managers. A total of 100 questionnaires were sent out and 80 were returned representing a response rate of 80% which is satisfying. The statistical tools were used for data collecting and processes, factor analysis, correlation model, and SPSS 24.0. These methods were appropriate to the research objectives. The results were presented using textual presentations, frequency tables, diagrams and graphs.

4. Findings and Factors Analysis

These results were obtained using the 19 items of the questionnaire with a five-point Likert scale through the research question. The government has decided to extend performance contract in the whole public institutions, to improve the level of the public service performance. The descriptive statistics for each item was shown in the table 1. Findings show that the majority of variables are rated positively. The table shows that the most rated ones are the signing of performance contract is like signing pc is like a witch-hunt to the staff management (mean, 3.28), the involvement in the assessment of targets within performance contracting period (mean, 3.15). The information of the staff is necessary (mean, 2.70), and then the variable which is performance contract leads to great job satisfaction (mean, 2.74). The others variables also rated positively but were to be dissatisfied, performance contract could influence the organization performance (mean, 1.23), and the performance contract as a directive of the government (mean, 1.99). The majority of respondents, 86.75% judge the decision of the government to implement performance contract as a good decision, and 13.75% of them estimate that the decision is not good.

1.2 **Table 1** Descriptive Statistics of Managers' Perception towards Performance Contracting.

Measuring-Item	Minimum	Maximum	Mean	Standard Deviation
Do you think that pc could improve the organization performance?	1	2	1.20	.40
Signing pc in the media agencies will be a directive, how do you agree?	1	5	1.99	1.05
The government increases its expectations from the employees at the beginning of every year in the contract period?	1	5	2.70	1.17
Do you think that the government has defined the goals of performance contract, if so how far do you agree?	1	5	2.18	1.18
Signing pc is like a witch-hunt to the staff management?	1	5	3.28	.99
If you have necessary information regarding performance contract do you agree?	1	5	2.70	1.13
The signing of pc will lead to a great job satisfaction?	1	5	2.74	1.08
Customers' satisfaction will be greater through signing of performance contract?	1	5	2.69	1.10
How far do you involved in the assessment of targets within performance contract period?	1	5	3.15	1.10

The table 2 revealed that most of the respondents 46.3%, agree and 35% of the top management strongly agree that signing a performance contract in the media institutions will be a directive of the government and the employees have nothing to do with this decision, while 8.75% of the respondents are strongly disagree, 5% of them are disagree and 5% of the employees are neutral those who have not point on this issue.

Table 2 Participants' level of agreement to sign performance contract with government

Level of Agreement	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Agree	28	35.0	35.0
Agree	37	46.3	81.3
Strongly Disagree	7	8.7	90.0
Disagree	4	5.0	95.0
Neutral	4	5.0	100.0
Total	80	100	

During discussion with participants about the autonomy in the management system, 52 respondents representing 65%, estimate that performance contract will not lead result into autonomy while 28 of the participants 35% agreed that performance contract will bring freedom in the management duties. Also, when

talking about organization performance, the majority (80.0%) of the respondents think that signing performance contract in the media public agencies improve the organization performance, while (20.0%) estimate the contrary.

From the table 3 the survey shows that, 40% of the participants did not perceived the signing of PC as a witch-hunt to the top management staff, while, 10%, and, 7.50% respectively agree and strongly agree that signing performance contract is a witch-hunt to the staff, and, 6.25% has no view on that question.

Table 3 Participants' perception that performance contracting is a witch-hunting tool

Level of Agreement	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Agree	6	7.5	7.5
Agree	8	10.0	17.5
Strongly Disagree	29	36.3	53.8
Disagree	32	40.0	93.8
Neutral	5	6.3	100.0
Total	80	100	

Asking to managers if they are informed about performance contract in the public media institutions, 47.50% of the respondents the majority agree that they heard about performance contract, 27.50% of the managers disagree that they do not have information.

Regarding job satisfaction, 44 respondents 55% believe or agree that performance contract leads to job satisfaction, 25 of them 31% disagree, 4 of the managers 5.0% strongly agree, 4 of them 5.0% strongly disagree, while 3 have no idea 4% or undecided.

Table 4 Participants perceptions towards increase of customer satisfaction because of performance contracting

Level of Agreement	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Agree	9	11.3	11.3
Agree	35	43.8	55.0
Strongly Disagree	10	12.5	67.5
Disagree	24	30.0	97.5
Neutral	2	2.5	100.0
Total	80	100	

This table 4 shows that the majority of respondents, 43.8% agree that the signing performance contract in the media institutions could improve the customer satisfaction while, 30% of the managers disagree that pc does not lead to customer satisfaction, and, 12.50% strongly disagree to that and believe to the contrary, the rest, 11.3% strongly agree while, 2.50% they have no opinion on the question. However, the quality of work is better if managers are involved in targets setting most of the respondents, 72.5% agree that the quality of work produced can be better, while 27.50% disagreed.

5. Data Analysis

The analysis was set to establish the perception of the top management on signing performance contract in relation to what they perceive as its relevance. To identify the various latent variables existing within the items used to measure managers' perception of performance contracting, factor analysis was used. The extracted factors were used in subsequent analysis to examine how managers' perception is related to other hypothesized variables.

From the table 6, it's indicated that there is correlation between variables some are positively correlated and others are negatively correlated. The positive correlation means that the variables evolve in the same direction but the evolution is less from one to another. The negative correlation indicates that variables evolve in opposite directions that means when one variable increases, the other decreases. For example performance contract could improve the organization performance is positively correlated with performance contract is like a witch-hunt to the staff +0.051. That means both evolve in the same direction but at different level. Also performance contract could improve the organization performance is negatively with performance contract influences workers performance $r=-.045$, that both variables evolve in opposite directions so when one variable increases, the other one decreases. Between some of the variables, the correlation is strong for example between customers satisfaction will be greater when signing performance contract $r=+.34$ while very weak between others example between great customers satisfaction and performance contract influences workers' performance $r=-.010$. From the correlation matrix, the highest positive value $r=+.34$ of correlation between customers' satisfaction and signing performance contract has found that manager's perception on performance is relevant and has significant impact on performance contract. It is also indicated that there is a significant relationship between great customers' satisfaction $r=.65$ and $p\text{-value}= .000 < p\text{-value} .05$, this clarifies that the coefficient of correlation is significant.

- Correlation

Table 5 Correlation Matrix for Factors of Performance Contracting (N = 80)

Factor		1	2	3	4	5	6	7	
1	Appreciation of performance contracting	<i>r</i>	1						
		<i>p</i> -value							
2	Influences workers' performance	<i>r</i>	-.002	1					
		<i>p</i> -value	.986						
3	Brings managerial freedom	<i>r</i>	-.059	.082	1				
		<i>p</i> -value	.604	.472					
4	Improves agency performance	<i>r</i>	-.190	-.045	-.026	1			
		<i>p</i> -value	.092	.692	.818				
5	Government defined goals	<i>r</i>	.068	-.004	.043	-.101	1		
		<i>p</i> -value	.547	.973	.708	.370			
6	Witch-hunting tool	<i>r</i>	-.166	.032	.098	.051	-.323**	1	
		<i>p</i> -value	.141	.779	.386	.655	.003		
7	Greater customers' satisfaction	<i>r</i>	-.164	-.010	.342**	.000	.013	.126	1
		<i>p</i> -value	.145	.928	.002	1.000	.906	.264	

** . Correlation is significant at the 0.01 level (2-tailed). *r* = Pearson's correlation coefficient

The explained variance shows in the table 6 that all the factors chosen can be reduced in two variables because they summarized the maximum of information 41.136% (22.446% + 18.691%) given the 7 factors that we have chosen. The following diagram and curve confirm that all chosen variables are reduced into two components that could be used for the analysis; it observed that most 5 among 7 items of the variables related to top management perception on performance contracting are positively correlated with the first component which is great job satisfaction and 2 among the seven variables are negatively correlated with the second axis named performance contracting as a government's directive to the public media organizations.

Table 6 Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	of Cum. %	Total	% of Variance	of Cum. %	Total	% of Variance	of Cum. %
1	1.571	22.446	22.446	1.571	22.446	22.446	1.477	21.094	21.094
2	1.308	18.691	41.136	1.308	18.691	41.136	1.403	20.042	41.136
3	1.086	15.509	56.646						
4	0.973	13.896	70.542						
5	0.802	11.452	81.994						
6	0.643	9.180	91.174						
7	0.618	8.826	100						

Note: Extraction Method: Principal Component Analysis; Cum. % = Cumulative percentage

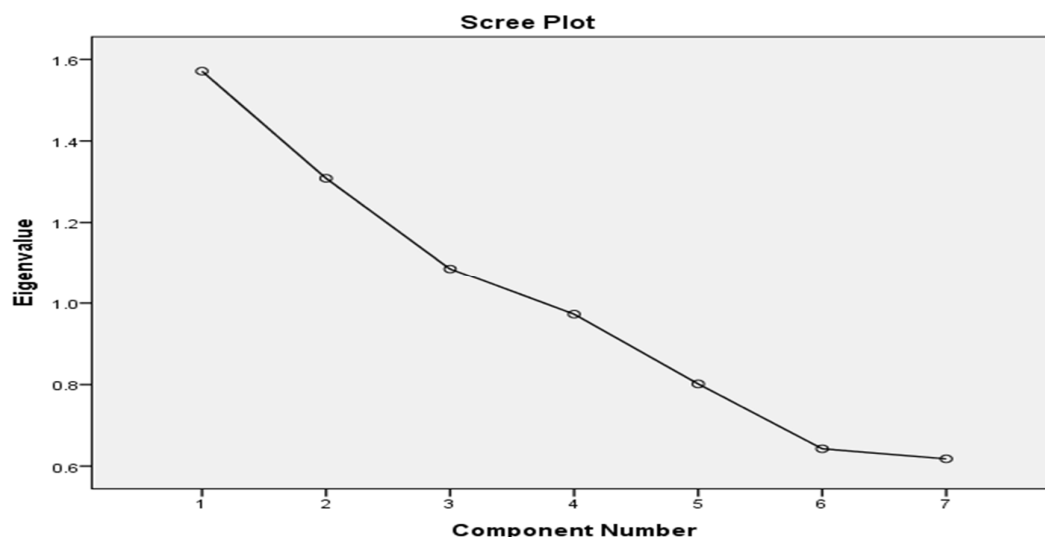


Diagram Scree Plot

The table 7 the rotated component matrix confirms the different existing correlations and their nature between the variables and the perception of performance contract of the top management. Five of them are positively correlated with great job satisfaction and 2 are negatively correlated with the great job satisfaction. The correlation is positive, means that the correlated variables evolve in the same direction but

not the same degree of evolution. That means one increases more than other. If it is negatively correlated, that indicates the variables do not evolve in the same direction and when one increases the other decreases.

Table 7 Rotated Matrix Components

Factors	Component	
	1	2
Witch-hunting tool	.697	.150
Government defined goals	-.695	.201
Appreciation of performance contracting	-.517	-.233
Improves agency performance	.468	-.140
Brings managerial freedom	.004	.795
Greater customers' satisfaction	.142	.775
Influences workers' performance	-.040	.180

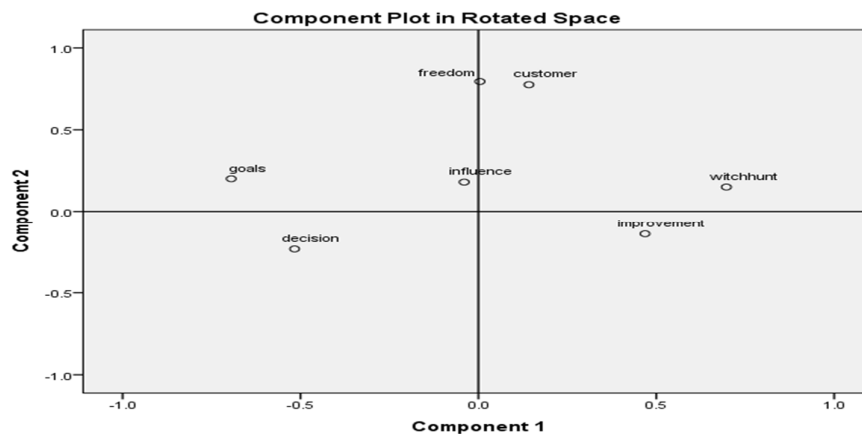
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Following the table 8 of cross-tabulation, the seven factors analysis were reduced to two factors namely: great job satisfaction (to which the following factors had loaded: witch-hunting tool; government defined goals; appreciation of performance contracting; improves agency performance); and performance contracting as a directive (to which the following factors had loaded: brings managerial freedom; greater customers' satisfaction; and influences workers' performance). The table 8 the cross-tabulation shows that 44 of the respondents strongly agree that great job satisfaction is related to performance contracting as a government's directive. While 25 of the respondents disagree that great job satisfaction cannot be related to the directive of the government concerning performance contract, 4 of them strongly disagree, and 3 of the managers do not have opinion about the issue. Similarly, in the bar chart the findings indicate that 48 (44+4) managers agree or strongly agree that performance contract considered as a government's directive will lead to great job satisfaction while 29 of the respondents disagree or strongly disagree and 3 of them have no point of views.

Table 8 Cross-Tabulation of the Two Extracted Factors

Great Job Satisfaction	Performance Contracting As A Directive					Total
	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral	
Strongly Agree	1	1	2	0	0	4
Agree	14	23	1	3	3	44
Strongly Disagree	2	0	2	0	0	4
Disagree	11	12	2	0	0	25
Neutral	0	1	0	1	1	3
Total	28	37	7	4	4	80

The below rotated component matrix confirms the different existing correlations and their nature between the variables and the perception of performance contract of the top management. Five of them are positively correlated with first axis and 2 are negatively correlated with the first axis. The correlation is positive, that means the variables evolve in the same direction and vice versa if it is negative.



- Chi-Square Tests

As indicated in the total variance explained, the study can be reduce into two variables which are the performance contract as a directive of the government and performance contract could lead to great job satisfaction because they constitute 41.136% of the information given by all variables. So, In order to determine how the hypothesized factors influenced the relevant perception of managers in performance contract implementation, Pearson Chi-Square tests (correlation analysis) was used. The findings are shown in table below.

The p-value is $p=0.003 < 0.05$ with a degree of freedom ($df = (r-1) (c-1) = 16$) equal this means there is a relationship between the two variables, one influences the other. The Cramer's coefficient is 33.7% indicates that the relation is average because less than 70%. This confirms the existence of a positive significant statistical relationship between the perception that have top managers on performance contracting and the increase of the job satisfaction. Also this concludes that the Chi-Square indicates a significant relationship between top managers' perception of performance contracting and job satisfaction is accepted. It can infer that performance contract has effectively some effects in job satisfaction hence there is need to greatly improve top management perception of pc in the public media companies.

Table 9 Chi-Square Test (N=80)

Statistic	Value	df	p-value
Pearson Chi-Square	36.298	16	.003
Likelihood Ratio	29.956	16	.018
Linear-by-Linear Association	.106	1	.745
Symmetric Measure: Nominal by Nominal			
Phi	.674		.003
Cramer's V	.337		.003

signing performance contract for instance. It can be observed in these figures, each point represents a variable. It is observed two groups of variables that are not correlated. In the other direction, the second dimension variables such as how do you expect your employees to join the decision in other to get their commitment, how do you appreciate the government decision, what is your position in the organization, follow the same tendency. The correlation within these variables is into two groups.

6. Discussions of the Results

Looking at the table of the descriptive statistics with (mean and Standard Deviation) it observed influence between perceptions of public media managers and the implementation performance contract in Senegal. The government has to discuss with the public media agencies about performance contracting to get a mutual understanding and at to improve the managers' perception in order to have an effective implementation. The results of the study have shown that performance contract implementation can reduce wastages and encourage performance improvements. Majority of managers agree that performance contracting is a good decision aimed at improving service delivery. They agree that performance contract as a new public policy will increase job satisfaction and customers' satisfaction. As argued by Armstrong and Baron (2007) that performance contract is meant to have a high positive impact on service delivery and to bring about remarkable changes in attitude to work and work ethics among public service employees. Findings show that participants must be more informed about performance contracting so that they should understand the role played by performance contract. However, many of them believe that signing contract in their organization would significantly reduce their autonomy of management; therefore their performance could be affected. Clear goals definition of performance contract is a sine qua none condition to achieve organization's performance and it will lead to greater satisfaction, more agreement, comfort and less problem between superior and subordinate. Luthans (2005) agrees that specific goals have been found to be more effective than general ones such as "do your best" as well as no goals at all. However, specific goals that are clearly stated rather than easy ones can lead to better performance. Additionally, he states that goals should be achievable and not difficult that it becomes frustrating in pursuing employees. Majority of managers believe that performance contracting will improve service delivery, efficiency in scarce resources utilization, institutionalization of a performance-oriented culture in the public media service, measurement and evaluation of performance, reduction of reliance of public media agencies. However, in the public administration services as soon as you pronounce the term "contract" people have automatically a bad connotation of the word so it needs to demystify the term contract probably to another word "agreement" for example. Because as findings have shown 17.5% of the interviewed estimate that performance contract is a tool set to sanction the top management by instituting disciplinary action that may amount to as far as loss of jobs in the event of failure to achieve or attain objectives set by the head of the department, hence equating it with a job contract. When participants were been asked about the competition between the public and private media, they have estimated that the public media suffers enormously from this competition. Therefore, they think performance contract is welcome and could provide solutions to this situation.

7 Conclusions and Recommendations

The introduction of performance contract system seems to come at the right time and could be the appropriate solution to curb the risks of mismanagement. Thenceforth, it could allow to the authority to have a direct eye or control on the management of public institutions. The Senegalese media sector is experiencing an unprecedented economic crisis facing enormous financial difficulties. Data from documents gave the true picture of performance contracting if it is going to be implemented to the public media organizations in Senegal. Globally, it is concluded that managers have a positive and relevant perception towards performance contracting. Despite, they don't know really the ins and outs of the performance contract, thence that the majority of them appreciate the government decision. However, some of them are reticent signing performance contracting. Because of the lack of information and knowledge, trained and prepared on performance contracting practices. According to (Kemboi, 2015), employee commitment affects positively performance contracting. But this commitment can only come true if their perception of contract is enhanced towards meeting the required targets. The employee involvement in strategy of implementation should be enhanced for the success of performance contract. According to the findings, the study recommends profound discussions between government, ministries, and managers of the public media institutions about goals and objectives of performance contract before proceeding to the signing of contracts. The creation of a national committee for evaluation of performance contract achievement is required; there is also a need for the government and the staff managers to set up a way of giving training, more information's and knowledge about performance contract. There should not be an imposition in signing contract, they have to set up a dialogue so that managers will be willing to sign contract without any threat or reticence. The study recommends that performance contract should be cascaded to all levels in the organization.

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