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Implementation of Labour Laws and Political Instability: A Case Study of the Single Spine Pay Policy in Ghana

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Abstract:

Political instability in the form of labour unrest has become an alarming issue and a threat to many governments including Ghana. Often poor implementation of labour policies attracts political instability. Workers resort to labour unrest when government fails to address their labour grievances. This paper uses the labour unrest that has been witnessed in Ghana after the adoption of the Single Spine Salary Structure as a case study to address inequality in the pay structure of government employees in examining the relationship between government policy and political instability. Using the workers of Kwame Nkrumah University of Science and Technology as research subjects, the study finds that the labour unrest that has been rampant in Ghana after the adoption of the Single Spine Salary Policy was a result of the implementation lapses. Therefore, the study calls on the Fair Wages and Labour Commission to review the implementation of the Single Spine Salary Structure to make it more efficient.

Keywords: Labour Unrest, Single Spine Salary Structure, Government Policy, Political Instability, Workers Grievance, Implementation of Labour Laws

1. Background

Single Spine Salary Structure (SSSS) has been operated by many countries and these countries operate pay structures as a medium of paying the public service and civil service employees (Rubbery and Fagan, 1995). For instance, Norway and Denmark operate a uniform pay scale that covers all government employees (Marsden & Richardson, 1994:15). France also operate a single grid pay scale known as 'grille indiciaire de la fonction publique d'état' for the entire public sector workforce. In January 2010, Ghana adopted a Single Spine Salary Structure after operating separate salary structures based on The Ghana Public Services Article 190 of the 1992 constitution over hundred years (Kwame, 2013). Following the adoption of SSSS, Ghana has witnessed series of successive labour unrest and industrial strikes due to the issue of low pay, inequalities in pay structures and poor conditions of service for Ghana's public service workers. The Single Spine Salary Structure was supposed to bring fairness among the working populace and The Fair Wages and Salaries Commission (FWSC), established in June 2007 through an Act of Parliament (Act 737, 2007) is entrusted with the responsibility of ensuring fair, transparent and systematic implementation of public service pay policy (Fair Wages Salary Commission, 2013). However, the country has witnessed lots of labour unrest and industrial actions popularly known as strike actions in Ghana since the implementation of the policy in July, 2010. For example, on the 11th February 2013, the Ghana Medical Association (GMA) called for a nationwide withdrawal of services of their members due to an unresolved migration onto the Single Spine Salary Structure.

Similarly, lecturers of the various public universities in the country went on strike from August to September 2013 for nonpayment of certain allowances which were part of benefits derived from the implementation of the Single Spine Pay Policy. In other instances, labour organizations had resorted to holding of press conferences or workers not giving their best in their respective work places to register their dissatisfaction about the policy. The strike actions of University Teachers Association (UTAG) and GMA are among many of several strike actions that the country has experienced since the implementation of the SSSS policy. The strike actions seem to have brought political tension in the country, which makes it a course of concern and informed and necessitated this study. Therefore, the study assesses the Single Spine Pay Policy, its impact on labour unrest and subsequently how the labour unrest affects political stability in Ghana using Kwame Nkrumah University of Science and Technology as an institution of analysis. Specifically, the study examines governments' inability to address the needs of workers groups and its related labour unrest and agitation as the basis of analyzing the causes of political instability in a society.

2. Definition of Terms

2.1. Labour Unrest

Labour unrest is a term used by employers or those in the business community to describe strike actions and organizing undertaken by labour unions. It is used especially where industrial actions of members of a workforce obstruct the normal running process of business or where the labour disputes become violent (Arnesen 2007; 123). However, for the purpose of this research, labour unrest is considered to have occurred when members of the civil service and other government employees express their grievances in respect of poor conditions of work through their refusal to work and sometimes through peaceful or violent demonstrations.

2.2. Political Instability

Similarly, political instability arises as a result of the inability of government and society in general to adequately address the grievances of the population or a particular subset of that population. The source of grievance can be internal, external or political depending on the circumstances (Ofiaja, 1979:4). This research considers political instability as having occurred when workers engage in industrial strikes and or demonstrations as a result of the government's inability to adequately address their grievances in terms of economic expectations.

3. Problem Statement

Ofiaja (1979:4) contends that political instability arises as a result of the inability of government and society in general to adequately address the grievances of the population or a particular subset of that population. In Ghana, the failure of the government to address the grievances of the working populace has resulted in strike actions, demonstrations and press conferences that spell out workers dissatisfaction. These strike actions and demonstrations result in low productivity, which made the actions a cause of concern for many Ghanaians, with some worried about possibility of massive political instability in the country, especially the frequency and magnitude of the strike action. Therefore using the working staff of KNUST as a case study, the study seeks to examine and provide the causal relationship between the implementation of the SSSS policy and the increased labour unrest in the country.

4. Purpose of Study

This paper primarily intends to assess the Single Spine Salary Structure, its relationship with labour unrest and subsequently how the labour unrest affects political stability in Ghana. Specifically the paper examines the details of Single Spine Salary Structure, the processes leading to its formulation, adoption and implementation and its negative and positive impact so far. This paper advances knowledge on the Single Spine Salary Structure, labour unrest and political instability. Since the introduction of the policy in Ghana, little to no study has been written on it. Therefore the study intends to undertake a detailed academic study on the implementation of the Single Spine Pay Policy to ascertain its impact on labour unrest and political stability in Ghana.

5. Government Policy and Its Impact

In general, the purpose of every ruling class in a state is to harness the individual potentials of the citizenry for collective gain. This serves to ensure that just as the needs of the elites in the society are catered for, the greater strength of the society may be realized in the wellbeing of its poorer members. This notion of collective responsibility and gain is better espoused in Thomas Hobbes' "social contract theory". The social contract theory essentially means that human beings are inherently selfish and thus will go to all extents possible to secure their desires at the expense of other. In this state which Hobbes calls the "state of nature", that is a state of lawlessness, he describes life as being "poor, nasty, brutish and short". In trying to avoid this state of nature, the social contract comes in handy where there is agreement to give up mutual individual rights to a central authority. This central authority that is a government, then offers common protection through the enactment and enforcement of laws. As can be noted above, a government in a state is a tool which is an embodiment of the combined interests, will, and aspirations of its citizens which must be used as an instrument to achieve those collective goals.

Principally, for a government to be able to craft an enabling environment for its citizens to realize their individual dreams and collective goals, an essential ingredient needed by the government is political stability. It is an undeniable fact that, a degree of political certainty or stability has spillover effects such as sustained investments, economic growth and development. This fact is supported by Alesina et al (1992) where they emphasized on the fact that economic growth and political stability are deeply interconnected. On the one hand, the uncertainty associated with an unstable political environment may reduce investment and the speed of economic development. Poor economic performance may also lead to government collapse and political unrest". Ozler and Rodrik (1992) note a strong positive connection between political freedom and economic performance in a State. It is therefore true that every government, be it legal or unconstitutional aims at self-preservation and hence political stability. Therefore any activity, person or groups of persons that threaten to truncate the life of such government are strongly dealt with.

6. Political Instability and Its Causes

There are many causes of political instability and some of these include change of government be it legal or unconstitutional, ethnic conflict, weakness and malfunction of institutions, severe economic hardships, excessive corruption by government officials etc. These are true to some extent but political leadership is also one of the major causes of political instability. There are other causes of political instability as stated above Political instability has undoubtedly become a topical issue in recent times, and cannot be wished away by any development-conscious government across the world. The problem of political instability has been

all over the world from developed countries to undeveloped countries. Political stability has attracted a lot of attention because it relates to countries development and it also shows the level at which a government is responsible to its citizens. There have been cases of political instability registered in Nigeria and these have been long-standing feuds that have been surfacing from time to time and never fully resolved. Not only in Nigeria is there a case of political instability but also this has occurred in many other countries. Because of this and many other problems, the phenomenon of political instability and national development is an important topic which has attracted the attention of various scholars.

However, in view of the available works of scholars on this subject, there are divergent views according to the different backgrounds of the scholars. Ofiaja (1979:4) notes, "Political instability arises as a result of the inability of government and society in general to adequately address the grievances of the population or particular subset of that population. The source of grievance can be internal, external or political depending on the circumstances. From the definition above it can be noted that government failure to adequately address the grievances of the population of a group of people would bring about political instability." In other words dissatisfaction of a group of people say students, lecturers, civil servants, the police, the military or public officers due to the inadequate distribution of resources e.g. salary or the necessary facilities or equipment needed for a particular job can bring about dissatisfaction of a group of people and hence political instability. For example, Amoako (2013) observed that the basic salaries of the Health Sector Wages Union (HSWU), has reduced as a result of the migration from the Health Sector Salary Structure to the Single Spine Salary Structure, which has reduced their social security contributions. The Union appealed to the Fair Wages and Salaries Commission, and the National Labour Commission to be circumspect in handling labour issues concerning emolument and other terms and conditions of employment.

From the above we can easily say that there is political instability because the workers grievances have not been addressed adequately. It should also be noted that the basic aim of the government is to provide basic needs of its citizens and if the government fails to do that, there occurs great uncertainty among the citizenry. Another definition of political instability is by Gyimah-Brempong and Traynor, they view "political instability as a situation, activities or patterns of political behavior that threaten to change or actually change the political system in a non – constitutional way" (Gyimah-Brempong and Traynor, 1999, 53). In their definition they did not see from Ofiaja's perspective but there is a point of intercession between the two definitions. In this definition it can be realized that though it does not emphasize on dissatisfaction, it can clearly be seen that there is dissatisfaction and this dissatisfaction causes a change in political behavior that threaten to change political system in a non-constitutional way.

As Ofiaja (1979:4) explains, political instability arises as a result of the inability of government and society in general to adequately address the grievances of the population or a particular subset of that population. The source of grievance can be internal, external or political depending on the circumstances. According to him political instability cannot be clearly understood but the situation or patterns of conflict and interaction becomes complex in the sense that it cannot easily be understood. He observed that in order to better understand political instability, there is the need to disaggregate political instability into its various forms because discontent alone does not necessarily generate political instability. He further argues individuals and groups must be present to articulate their grievances and mobilize the aggrieved to demand redress from the government. As when there is demand for redress of grievances from government, pressures and tensions mount up and they cause various forms of political instability. Some of the forms of political instability he emphasized on are (a) Turmoil which is relatively spontaneous and unorganized violent mass strife; (b) Group- in -group violence, which centers on violence between or among ethnic, religious, racial, or other communal groups; (c) Conspiracy, that is the use or threat of violence by national elites seeking to topple the government or senior political leader (via coup d'état); (d) Internal war, which is a large scale organized political violence in which the opposition is challenging for power or control of the state (insurgencies); and (e) Peaceful political change, that is characterized by peaceful, constitutional, and legal political change that occurs without the use of force (rather through election or vote of no confidence).

Ofiaja (1979) emphasized on dissatisfaction on the part of a particular group and the forms of measures that they use when tensions arise to send forth their grievances but what he failed to emphasize was other non-violent forms and measures that can be taken like strikes and demonstrations. What he stipulated seems to be violent that is targeted at change of government. However, it is important to know that political instability does not only occur when there is a change in government or when there is ethnic conflict but it can also occur when there is labour unrest among a particular group of people in the form of strikes, demonstrations and non-violent mass strife. In addition, in his final analysis, he states that a country characterized by the above forms of instabilities can never progress in her strive to economic progress. McGowan and Johnson (1984) share the view that accompanying poor record of economic performance is a high degree of political instability, which is the reason why every state or government wants a stable political system.

Other scholars also attribute political instability to a situation whereby "activities or patterns of political behavior that threaten to change or actually change the political system in a non –constitutional way" (Gyimah-Brempong and Traynor, 1999, 53). They contend that political instability can be defined based on two categories, The first being phenomenal of socio-political unrest such as mass violence, politically motivated death and assassinations, riots and revolutions the sources of this form of instability can be essentially identified with ethno linguistic, religious, ideological and economic conflicts that do not find appropriate representation and solution within institutional channels. The second dimension includes events such as government termination and electoral surprises that result from the interactions between the competing interests represented in the political system and from the fluctuations of the preferences of the electorate campaign.

It is important to note that political instability generate uncertainty about the stability of the institution, form of the state's legal system and policymakers - parliament and government, uncertainty about the future economic policies, and provision of public goods and service, etc.

Anthony Otiemo Ong'ayo (2008) also analyzed political instability by relating it to internal factors that exist in countries but he does not neglect the fact that other factors like international factors do plunge in during some time period to bring about political instability. His analysis is of great importance to this study because it makes it worthy of researching because it brings out the view that internal policies do cause political instability. We also agree with him on his view that other factors may come in to interfere in a country and cause political instability. His study also identifies that political stability is not only important for economic development but also for societal development. This is because political instability in a country brings about uncertainty and chaos. In addition, Ong'ayo (2008) maintains that political and economic stability in Africa is under threat and the threat is related to the external influences that tend to satisfy their interests with the resources of the countries they meddle in. He further argues that if resources are well managed by the government, it will provide the needs of the population or a particular group of people adequately. He attributes the issue of inability to fully address the grievance of the population to leadership, arguing that if leaders managed their resources well and not for their own interest, most grievances would be addressed. It is true that leaders are important personalities when it comes to distribution of goods and services as well as taking decisions to meet the needs of the people or citizens. But it is also important to note that if the policies that are chosen by a leader are not well accepted by the people, it could bring about political instability. Weak laws and institutions may give leaders opportunity to mismanage the economy.

Ong'ayo (2008) emphasis on existing institutions and how they function is critical to this study because policies and institutions in functioning may bring about political instability or stability in the sense that when institutions and policies address the needs of the people political stability is experienced and vice versa. He also attributed the inability of institutions to function and its weakness to predatory political elites. But this study is more interested in the malfunctioning of these institutions and policies to inadequately address the needs of the population or particular group of people, which can cause political instability. The main concern of Ong'ayo (2008) is that political instability and other related problem is basically the problem of predatory leadership. Linz and Stepan (1996) stress on the importance of international influence which includes foreign policies and the diffusion effect which often times adversely impact the stability of African countries. While it is agreed that foreign policies may have direct effect on the stability of countries, it is also acknowledged that diffusion effect if it results in the adoption of domestic policy can impact the stability of countries. For instance, the Obama Health care policy or Affordable Care Act is one of the internal policies of United State on health which may have resulted in diffusion and has brought instability among group of peoples. Bream (2013) indicates that a group of business owners and individuals pushed back against an IRS regulation they say its unlawful and potentially crippling. This shows dissatisfaction of this group to the implementation of an internal policy. The above analysis points out factors that can bring about political instability including political leadership (predatory leadership), weak institutions and policies as well as inadequate addressing of grievances, economic instability, and inequality among the classes of people within a certain country or environment, among others. However, this study is interested in how weak or poor implementation of internal policies can cause political instability.

Other scholars have also examined how variables such as change in government can affect political instability. For instance, Alesina et al (1996) assigned a numerical value for different country by averaging the probabilities of a change in government for that country over several years. They conclude that in countries and time periods with a high propensity of governmental change, growth is significantly lower than otherwise. Aisen and Veiga (2011) evaluated political instability as cabinet changes, that is, the number of times in a year in which a new prime minister is appointed and/or 50 percent or more of the cabinet posts are occupied by new ministers. Additionally, successful coups - involuntary changes in government - are also usually used as a measure of political instability (Alesina et al., 1996, Ghura and Mercereau, 2004). Fosu (2001) also supports the idea of Aisen and Veiga (2011) but argues that political instability such as abortive coups and officially reported coup plots may also exert destabilizing influences on the economy. It is worthy of note that political instability is a multidimensional concept and thus should be measured with the variables that capture its different forms and per the best way that suit the context at which it is being used. That is why this study is focusing on labour unrest.

Gyimah- Brempong and Traynor (1999) explores the relationship between political instability and economic growth in sub Saharan Africa. He used simultaneous equation model and dynamic panel estimation approach to produce several interesting inferences. He studies political instability as situations, activities or patterns of political behaviour that threaten to change or actually change the political system in a non-constitutional body. The emphasis here is on activities, situations, or patterns of political behaviour that threaten the political system. His focus on activities can be compared to the strike action, and this is a political behaviour that threatens the political system and possibly causes political instability.

7. Political Instability and Labour Unrest

As indicated above, labour unrest generally refers to a situation whereby strike actions are undertaken by labour unions, where labour disputes become violent, or industrial actions in which members of a workforce obstruct the normal process of business and generate industrial unrest (Arnesen 2007, 123). For instance, in Libya there was the issue of striking guards, which led to the closure of several oil terminals (Dettmer, 2013) that affected political instability in the country. This scenario shows how labour unrest led to political instability in Libya. The members of the striking guards illegally sold the oil of the country for their own benefits during the strike. The action of the Libya guards is similar to strike actions of Ghanaian labour force and how it has brought about political instability in the country. Even though the striking workers did not sell anything illegally for their own benefit, they obstructed the normal operation of daily business of the country which had adverse effect on the economy of the country.

8. The Single Spine Pay Policy

The Fair wages and Salary Commission identifies the rationale for formulating the SSPP as helping to solve four important issues in public sector pay management in Ghana as follow:
(FWSC, 2010).

- Rising cost of the public sector wage bill;
Large number of public sector pay negotiations; and
Linkage of pay to productivity
- High salary disparity among public sector workers.

The overall objective has been to gradually remove distortions and inequities in public service pay and to enable government manage the public service wage bill in a more effective and efficient manner. The implementation of the policy was designed to occur in five phases over five years (2010-2014), which involves:

- Formulating of complementary policies and strategies to guide SSPP implementation;
- Designing the Single Spine Salary Structure (SSSS) and determining the base pay and pay point relativity through negotiations;
- Migrating public service workers onto the SSSS;
- Conducting periodic labour market surveys for the determination of the critical skills in short supply in the public service by government;
- Determining market premium and inducements to attract and retain critical skills in the public service
- Harmonizing and rationalizing category 2 and 3 allowances; and
- Monetization of category 4 allowances.
- Linking pay to work and productivity

Report from the National Health Insurance Scheme indicates that so far the migration over the last 3 years has led to an increase in income and enhanced standard of living of public service workers to a greater extent. Implementation of the SSPP has helped government to gradually get a hold on the actual size of the public service workforce and the corresponding wage bill. These are essential ingredients for a more effective national development planning in the medium and long term. Despite the gains so far achieved, the implementation of the SSPP has been fraught with a number of challenges such as:

- Public perception of the SSPP as a general wage/salary increase for public service workers and not as a tool to remove disparities and inequities in the public service wages and salaries. This misconception is largely due to pressure from some sections of the labour movement and inadequate public sensitization and education on the SSPP;
- Dissatisfaction of some public service workers with their job evaluation and placement on the Single Spine Salary Structure (SSSS);
- Award of broad-based and indiscriminate "interim market premium" to some institutions without recourse to labour market survey that will reveal critical skills in short supply in the public service;
- Demand for annual increases in base pay and pay point relativity that has impacted on the increasing public service wage bill.

In anticipation of the effective implementation of the new pay policy, the government in June 2007 established Fair Wage Salary Commission (FWSC) through an Act of Parliament (Act 737, 2007) to ensure fair, transparent and systematic implementation of the government public service pay policy.

The FWSC is tasked to advise the government and ensure that decisions are implemented on matters related to salaries; wages; grading and classification; job analysis and job evaluation; performance management and indicators; allowances and benefits and undertake negotiations where compensation is financed from public funds. The policy determined the value of all public sector jobs to establish internal relativities across and within service classifications and to enable the government to reward its employees in accordance with the principle of equal pay for work of equal worth consistent with Article 24 (1) of the 1992 Constitution and Section 10 (b) of the Labour Act, 2003, Act 651. The Single Spine Salary Structure (SSSS) is a unified salary structure that places all public sector employees on one vertical structure. The Commission, as at February 2013 has migrated 112 public service institutions onto the SSSS comprising of 478,566 public service workers. This represents 99.70% of all public service employees eligible to be migrated. It is estimated that there are about 450, 000 eligible public service employees to be migrated onto the SSSS. Thus the Commission has about 1,434 public service employees from 16 institutions yet to be migrated representing 0.3%. A speech by the University Student Association of Ghana (USAG) stated the Single Spine Pay Policy would be a more than "good policy" intended to cleanse the inconsistencies and discrepancies that characterizes the public service sector. But the big question is if the policy is good or not. The USAG argued that it is a good policy but the politicization of the SSSS has made it ineffective and inefficient. It is worthy to note that institutions that are independent and credible are mostly respected than ones which are biased and is characterized by politicization as the FWSC seem to be.

Before any analysis is done on the SSPP, it is worthy to find out how and why it came about as well as the rational, visions and goals that it is supposed to attain, correct and achieve.

According to Emelia Annin Abbey "it is not uncommon for two individuals to be executing the same assignment in a workplace and receive different rewards in Ghana". Compensation theories indicates that employees judge equity in compensation by their perceived level of contribution to the organization through their work and when it is clear they are not being adequately rewarded they seek a fair reward elsewhere. On the other hand, they may remain in the same institution but engage in pilfering, using the organizations time to undertake their own private business or extorting money from others before executing their duty. It was to address some of the negative behavior of workers that the Single Spine Pay Policy (SSPP) was proposed under the pay reform in Ghana to ensure efficiency and effectiveness in managing the government's wage bill, as well as to remove disparities in public

service salaries. The adoption of the policy took into account the prevailing economic conditions and Ghana's drive to achieve macroeconomic stability and it sought to address the situation of inequality in the reward system in the country with the anticipation that the SSPP could eventually make public pay competitive to attract and retain the right mix of skills, especially in public organizations and institutions. However, the smooth implementation of the new pay administration arrangement greatly depended on how best the Fair Wages Salaries Commission (FWSC) delivers on its mandate with handling salary negotiations of public servants.

George Smith Graham, Chief Executive of the FWSC, is of the firm belief that the SSPP has superior benefits over previous pay systems such as equity in the salaries of public officials, and elimination of all forms of discrepancy in the public service salary administration. He argues optimistically that the salary structure would ensure equity, fairness and transparency in public service pay administration and called on all institutions to fully participate in the exercise to ensure its success. Other benefits of the pay policy include enhanced performance and productivity as well as encouragement of workers to accept posting to deprived areas of the country. According to him many jobs in the public service require enhanced-pay to attract and retain the right caliber of personnel and the ability to determine these market premiums and inducements objectively are critical to attraction, retention and deployment of competent skills required to deliver effective civil service. Salary structures that ensures that performance is rewarded in accordance with appropriate standards is sure to make an impact on the ordinary Ghanaian, especially since Ghana has ratified the UN convention on equitable pay for work done that warrants the implementation of such convention. The SSSS is a pay policy aimed at motivating public service workers to improve service delivery and productivity and it is based on analysis and evaluation of jobs as the instrument for establishing the equal pay for equal work philosophy.

9. Conceptual Framework

Ong'aye (2008) stated that internal policies are a major cause of political instability. Additionally, Ofiaja (1979:4) maintain that political instability arises as a result of the inability of government and society in general to adequately address the grievances of the population or a particular subset of that population. He further argues that the source of grievances can be internal, external or political depending on the circumstances. Following from this, the study postulates that the inability of the government of Ghana to address the grievances of workers that has emerged due to the implementation lapses of the Single Spine Salary Structure has resulted in labour unrest that is causing political instability in the country.

10. Methodology: Data Collection

A case study, which is a systematic way of in-depth collection of information for investigating the circumstances surrounding labour unrest and political instability in Ghana was used to collect data. In addition, both primary and secondary data collecting methods were used in the collection of data. The primary data was acquired through the administration of questionnaires to the administrative staff and workers who are beneficiaries of the Single Spine Pay Policy. The target population was the employees of the Kwame Nkrumah University of Science and Technology, comprising senior staff, junior staff as well as cleaners and other workers in the various halls. The questionnaire was administered to one hundred workers comprising sixty junior staff and forty senior staff who were sampled using accidental sampling techniques from the various colleges, administration and the students' hall. The accidental sampling method was used because the population was dispersed along a wide area and the sample frame was unknown, which affected the chances for every unit of the population to have an equal chance of being selected. The reason for targeting the colleges, halls, and the administration was that most of the workers are beneficiaries of the Single Spine Pay Policy. Additionally, the use of one hundred subjects as a sample was important because it was impossible to cover the entire population and it also helped to cut cost and made the process of data collection fast.

Generally the questionnaires administered covered areas like the knowledge of workers on the SSPP, their views on its implementation, benefits received and their grievances. Additionally, the knowledge of the workers on labour unrest, its causes and impact on labour unrest and political instability in the country was also sought through face to face interviews. In all a total of 28 questions, some of which were open ended and others, closed – ended were administered to the respondents. The open-ended questions were to get the actual situation on the ground and also to get the respondents to express their opinion on the subject matter. A total of 100 questionnaires were administered and it took the researchers five (5) days in the field for this to be done. The questionnaires were administered in two ways: self-administered and researcher-administered. With the self-administered questions, the respondent answered the question on his or her own. With the researcher administered questions, the researchers administered questions to the respondents who provided the answers and the researchers in turn penned down the answers. The researcher-administered questions was due to the fact that some workers like the cleaners only semi-literate and sometimes found it difficult to express themselves hence they needed to be helped in answering the questionnaire. But with the self-administered ones, the workers like the lectures were able to understand and answer them without difficulty. The data collected through the administration of questionnaires and interviews were triangulated with secondary sources collected through a review of relevant documents, articles and academic reports as well as governmental reports, international reports, books, working papers, magazines and internet resources to ensure authenticity.

10.1. Piloting

Before going to the field to collect data, there was the need for the questionnaires to be tried. This is to ensure whether the respondents (workers) could comprehend and answer them. In doing this a total of 8 questions were administered and analyzed. From the piloting it was realized that some of the questions in the questionnaire were not well understood and so it affected the answers which were given. This made it necessary for those questions to be changed, thus the questionnaires were restructured for respondents to well understand them.

10.2. Data Analysis

The Statistical Package for Social Sciences (SPSS) was used in the analysis of data. All the data collected were coded and inserted into the SPSS program. Tables were generated by the program and used for the analysis. Also some charts and graphs were generated with the use of Microsoft Excel to help in the presentation of data collected. The analysis of the major results from the field work was explained with the use of descriptive statistic tools such as percentages. The descriptive analysis of the study was prepared and sometimes summarized in tables illustrated through charts and maps. These resources contributed to better understanding of the topic of the study. Descriptive statistics makes relevant information to be quickly understood and appreciated.

11. Findings

The general findings of the research were as follows:

11.1. Bio Data of Respondents

The Bio data was very important as these could have some influences on the person's behaviour and thus, could help explain a person's view and opinion on issues. The socio-demographic characteristics of respondents which were found to be relevant for analysis include, gender, age, sex, level of education and marital status.

11.2. Gender of Respondent

The study first looked at the gender of the respondents. The gender of respondents helps to identify the divergent view of both sexes. The sex of an individual is very important in determining his or her perception of issues. For this reason, the researchers sought to identify the sex categories of the workers who took part in the study. This is represented in the table below.

Gender	Frequency	Percentage
Male	71	71.0
Female	29	29.0
Total	100	100.0

Table 1: Gender of Respondents
Source: Researchers field study, 2014

The distribution of gender in the population as is depicted in the table show that the male population outnumbered the female. Statistically, there was 71% male and 29% females as illustrated in Table 1 and Figure 1 respectively.

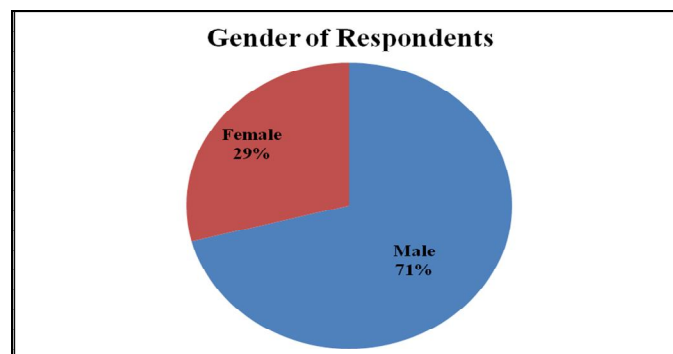


Figure 1: Gender of Respondents
Source: Researchers field study, 2014

11.3. Age of Respondents

Secondly, the study looked at the ages of the respondents. The ages of the respondents were considered because the researchers wanted to see the common age ranges of most of the respondents. This is represented in the table below:

Age	Frequency	Percentage
20 and Below	5	5.0
21-30	9	9.0
31-40	48	48.0
41-50	35	35.0
51-60	3	3.0
Total	100	100.0

Table 2: Ages of Respondents
 Source: Researchers' field study, 2014

With regards to the ages of respondents, 5(5.0%) were between the ages of 20 years and below, 9(9.0%) were between the ages of 21-30 years, 48(48.0%) were between the ages of 31-40 years, 35(35.0%) were between 41-50 years and only 3 (3.0%) were between the ages of 51-60 years.

This data indicates that most of the respondents were in their youthful ages, that is, between the ages of 20 years and 40years old, which illustrates a high youthful working class and a low number of aged workers.

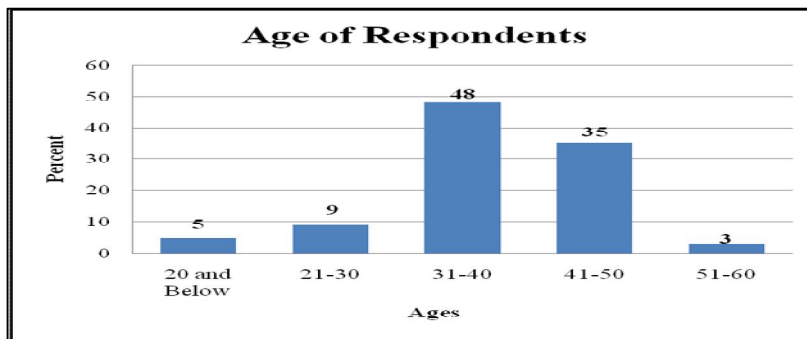


Figure 2: Ages of Respondents
 Source: Researchers' Field Study, 2014

11.4. Level of Education of Respondents

It was also necessary to check the level of education of the working populace in KNUST. This also allows us to know the various categories of education that the workers fall and it is represented in the table below.

Educational Level	Frequency	Percentage
SSS/SHS	25	25.0
Technical/Commercial/ Vocational School	8	8.0
O' Level/ A' Level	6	6.0
Tertiary Level	37	37.0
Post Graduate Studies	24	24.0
Total	100	100.0

Table 3: Level of Education of Respondents
 Source: Researchers' Field Study, 2014

The data from Table 4.3 shows that most workers in KNUST are very educated. At least each worker has a basic education and comprehended the questions posed to them and offer credible answers even though the level of understanding may be different among the different working groups

11.5. Marital status of Respondents.

The marital status of the respondents was also sought and the table below represents the distribution.

Marital Status	Frequency	Percentage
Single	21	21.0
Married	76	76.0
Divorced	3	3.0
Total	100	100.0

Table 4: Marital Status of Respondents
 Source: Researchers' Field Study, 2014

The data above illustrates that many of the workers (76%) were married, 21% were single and only 3% were divorced. The diagram below illustrates clearly the marital status of the workers.

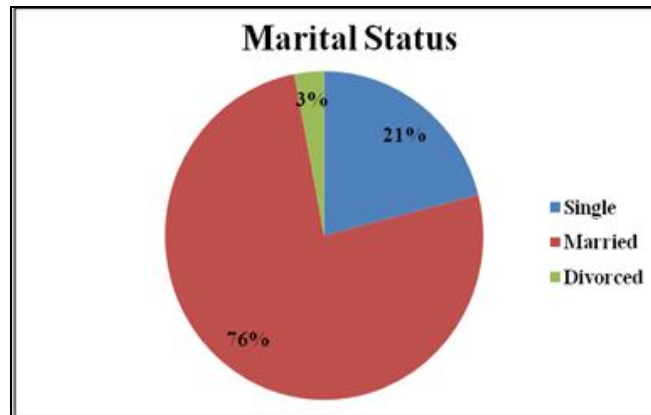


Figure 3: Marital Status
Source: Researchers' Field Study, 2014

11.6. General Knowledge on the Single Spine Pay Policy

There was the need to examine the workers about the SSPP to know their perception, views and general knowledge of the SSPP.

11.7. Type of Association of Respondents

The respondents were asked to choose labour institution they belonged to from the options provided. The results are as presented in the table below.

Association	Frequency	Percentage
UTAG	60	60.0
GUSSA	9	9.0
TEWU	22	22.0
FUSSAG	9	9.0
Total	100	100.0

Table 5: Type of Association of Respondents
Source: Researchers' Field Study, 2014

From the table above it can be seen that, 60 (60%) are UTAG members, 9(9%) are GUSSA members, 22(22%) are TEWU members and 9(9%) are FUSSAG members

11.8. Number of Years at the Current Position

The researchers were interested in finding out the number of years that the various respondents have worked in KNUST. This was necessary to know if respondents were experienced enough to be aware of some challenges and causes of labour unrest and factors that bring about labour dissatisfaction at the workplace. This is presented in the table below.

Number of years of work	Frequency	Percentage
	Less than a year	4
1 year	5	5.0
2 years	10	10.0
3 years	15	15.0
More than 3 years	66	66.0
Total	100	100.0

Table 6: Number of Years in the Current Position
Source: Researchers' Field Study, 2014

The data indicates that, 4(4.0%) of the KNUST staff had worked with KNUST for less than a year, 5(5.0%) had worked for 1 year, 10(10.0%) of them had worked for 2 years, 15(15.0%) had worked for 3 years and 66(66.0%) of them had worked for more than 3 years. The data therefore, suggests that most of the respondents have been working at their various posts for at least three years or more. This suggests that they are likely to have knowledge of the SSPP ever since its implementation and they are also likely to have experience with past pay policy. Also these workers might have encountered some challenges and have witnessed labour unrest in the workplace and will be able to provide the needed answer.

11.9. Knowledge of the SSPP

Data was collected to check the knowledge of workers on the SSPP. This was necessary because the SSPP is the main policy being used as a case study and there was a need for workers to have an idea of the policy. This is represented in the table below:

Response	Frequency	Percentage
Yes	100	100.0

Table 7: Have you heard about SSPP?
Source: Researchers' Field Study, 2014

The table illustrates that all the workers have heard or knew of the existence of the SSPP.

11.9.1. How Did You get to Know about SSPP?

There was also the need to find out how the people got to know about the SSPP. This was deemed important because most might be beneficiaries of the SSPP. Unfortunately, many got to know about the SSPP from the media before even they saw it on their salary. The data is presented below:

Source	Frequency	Percentage
Media	59	59.0
Education	15	15.0
Salary	26	26.0
Total	100	100.0

Table 8: If Yes, How did You get to Know About SSPP?
Source: Researchers' Field Study, 2014

As seen from the diagram, majority of the workers heard of the SSPP from the media which has 59 (59%), those who were educated about it were 15(15%), and those who knew about it through their salaries were only 26%. These might stipulate that most people do not really know how it affects their salaries or they might have heard and learnt about it through the media first. A clearer representation is seen from the diagram below:

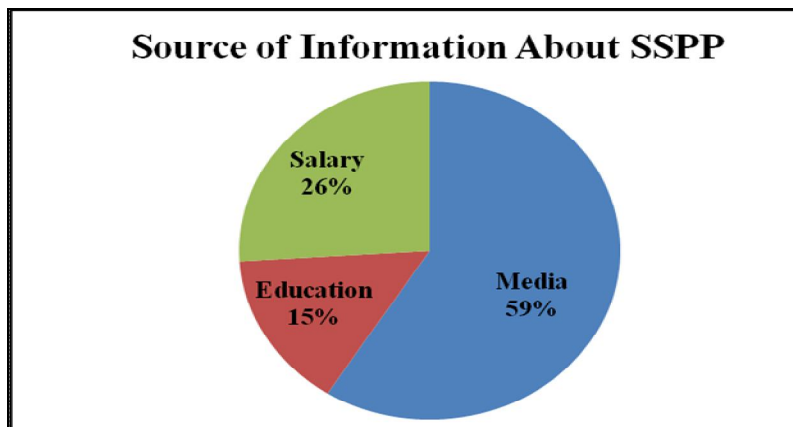


Figure 4: Source of Information about SSPP
Source: Researchers' Field Study, 2014

11.9.2. Reasons Why It was Adopted and Implemented

There was also the need to find out the reason for the implementation of the SSPP. This was to check their knowledge on the SSPP and identify how they can assess SSPP and the data is represented in the table below.

Reason	Frequency	Percentage
Equal Pay	56	56.0
To increase salary	27	27.0
To motivate labour to work well	17	17.0
Total	100	100.0

Table 9: Reasons Why it was Adopted and Implemented
Source: Researchers' Field Study, 2014

As seen from the diagram 56 (56%) assumed it was to bring about equal pay among workers, 27 (27%) thought it was to increase the salary of workers whiles 17(17%) thought it is to motivate labour to work well. From the data it can be said that the workers had a fair idea on the main reason for the implementation of the SSPP.

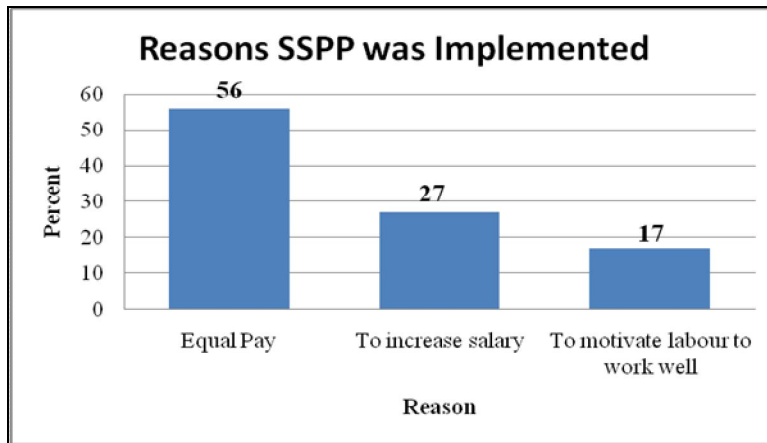


Figure 5: Reasons for Implementation of the SSPP
Source: Researchers' Field Study, 2014

11.9.3. Have You Ever Witnessed Any Labour Unrest in Your Department?

This was asked to know if workers had witnessed any form of labour unrest in any place and to know the reason for the labour unrest. This was to help know some causes of labour unrest in the workplace. This is illustrated in the diagram below.

Response	Frequency	Percentage
Yes	97	97.0
Not Sure	3	3.0
Total	100	100.0

Table 10: Number of Workers Who Had Witnessed Labour Unrest
Source: Researchers' Field Study, 2014

As seen from the diagram a high number of people have witnessed labour unrests in the workplace (97%) while only few that is only 3% are not sure if they have witnessed any form of labour unrest. This is clearly illustrated in the diagram below.

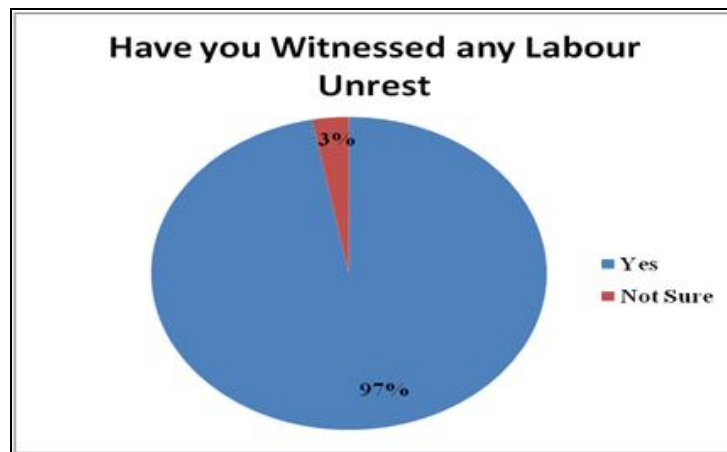


Figure 6: Number of Respondents Who Have Witnessed Any Form of Labour Unrest
Source: Researchers' Field Study, 2014

11.10. Type of Labour Unrest Witnessed by Respondents

It was also necessary to know the prevalent type of labour unrest that occur in the workplace and this question was posed to the respondents. The results are illustrated in the diagram below:

Labour Unrest	Frequency	Percentage
Strikes	78	78.0
Demonstration	22	22.0
Total	100	100.0

Table 11: Type of Labour Unrest Witnessed by Respondents
Source: Researchers' Field Study, 2014

As seen from the table, workers reported strikes as the highest type of labour unrest that occurs in the various departments. The value for those that have witnessed strikes was 78(78%) while those who have witnessed demonstration were 22(22%). This same information is illustrated clearly in the diagram below.

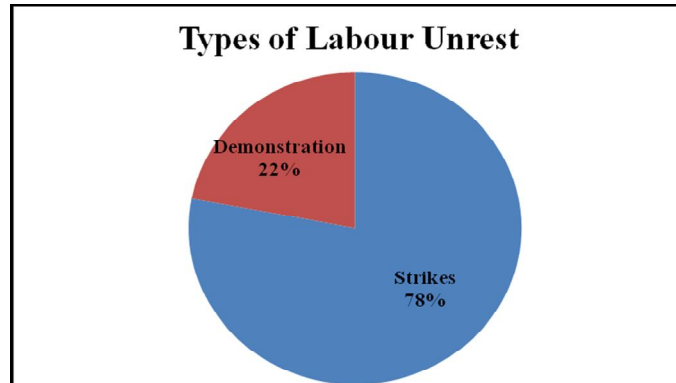


Figure 7: Types of Labour Unrest
Source: Researchers' Field Study, 2014

The diagram shows that strikes are prevalent at the workplace than demonstrations.

11.11. The Cause of the Labour Unrest Witnessed

There was also the need to investigate the causes of the labour unrest in general. This question was asked to find out if SSPP was a major cause of the labour unrest. This diagram below illustrates the pattern of responses from the respondents:

Cause	Frequency	Percentage
Bad Payment	32	32.0
Problem with SSPP implementation	27	27.0
Problem with allowances	18	18.0
SSPP does not favour some workers	23	23.0
Total	100	100.0

Table 12: The Cause of the Labour Unrest witnessed
Source: Researchers' Field Study, 2014

As seen from the table, workers identified four major causes of labour unrest in an organization as bad payment (inadequate payment), problem with SSPP implementation, and problem with allowances (embedded in the SSPP) and SSPP not being favourable most workers. Statistically, bad payment had 32(32%), problem with SSPP implementation had 27(27%), problem with allowances had 18(18%) and SSPP does not favour some workers 23(23%). We also identified that the problem with the SSPP implementation, problem with allowances and the notion that SSPP does not favour some workers were all related to the SSPP in one way or the other hence we can say that the major cause of the labour unrest in KNUST is the SSPP. This is illustrated clearly in the diagram below:

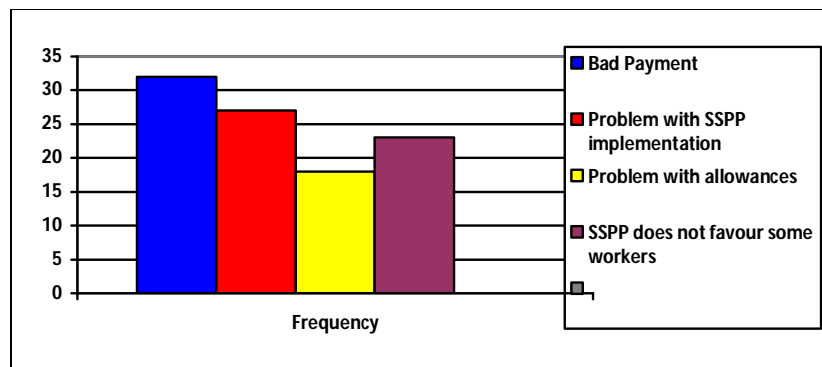


Figure 8: Causes of Labour Unrest
Source: Researchers' Field Study, 2014

11.12. Respondents Participation in Any Labour Unrest

Respondents were asked if they had ever participated in any labour unrest. This was important to also help give good answers to the cause of the labour unrest in the workplace. It is assumed that experience would help give the best answer to the labour unrest. The result is represented in the table below.

Response	Frequency	Percentage
Yes	81	81.0
No	19	19.0
Total	100	100.0

Table 13: Respondents' Participation in Any Labour Unrest
Source: Researchers' Field Study, 2014

The table below illustrates that out of 100 respondents that were questioned 81 (81%) indicated they have actually been involved in labour unrest and only 19(19%) said they have not been involved in any labour unrest. This shows that the majority of the respondents have an idea of what causes labour unrest and also that labour unrest is a prevalent issue in most places in Ghana.

11.13. The Cause of Labour Unrest in Respondents' Department

Respondents were also asked about the cause of labour unrests in their departments to ascertain if the SSPP was considered a major cause of labor unrest. The results of the responses are illustrated below:

Cause	Frequency	Percentage
Bad Payment	27	33.0
Problem with SSSS implementation	29	35.0
Non-payment of allowances and arrears	25	32.0
Total	81	100.0

Table 14: The Cause of Labour Unrest in Respondents' Department
Source: Researchers' Field Study, 2014

The table above shows that the total number of respondents was 81 (100%), out of which 27(33%) indicated that bad payments was the major cause of labour unrest, 29 (35%) indicated that problem with SSPP was the major cause of labour unrest and lastly 25 (32%) was of the view that non-payment of allowances and arrears was the major cause of labour unrest. The result is clearly represented in the diagram below:

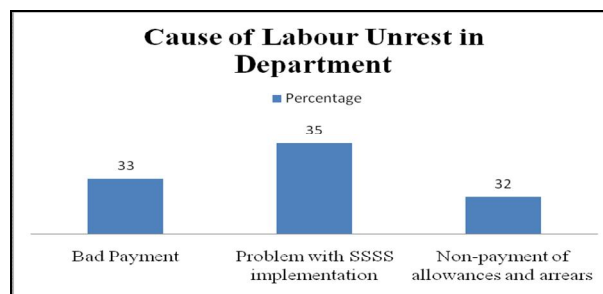


Figure 9: Causes of Labour Unrest in the Department
Source: Researchers' Field Study, 2014

The diagram above shows that workers perceive the major cause of labour unrest as the SSPP. It was found that the workers had the notion that there is a problem with the implementation of the SSPP. Other causes of labour unrest were identified as bad payment and non-payment of arrears. The open ended question helped to identify that workers believe that the implementation of the SSPP comes with the payment of some allowances, which the government has failed to honour in the implementation of the policy.

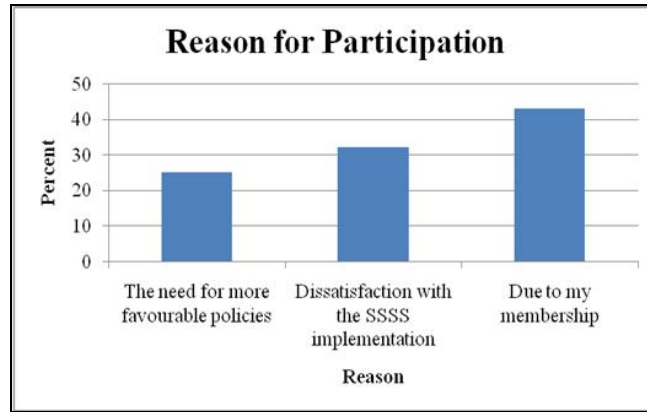
11.14. Reason for Participating in the Labour Unrest

The respondents were also asked the reason for their participation in the labour unrest. The table below presents the views of the respondents:

Reason	Frequency	Percentage
The need for more favourable policies	21	25.0
Dissatisfaction with the SSPP implementation	27	32.0
Due to my membership	33	43.0
Total	81	100.0

*Table 15: Reason for Participating in the Labour Unrest
Source: Researchers' Field Study, 2014*

The table above shows that the total number of respondents was 81 (100%), out of which 21 (25%) respondents thought that there was the need for more favourable policies. 27 (32%) expressed dissatisfaction with the SSPP implementation and 33(43%) expressed that their membership in some association motivated them to be participate in the strike. This is illustrated in the diagram below.



*Figure 10: Reason for Participating in the Labour Unrest
Source: Researchers' Field Study, 2014*

Associations may have a particular interest and they may cooperate to address a particular grievance. Members affiliated to these associations brought about their reason for the participation of workers in labour unrest.

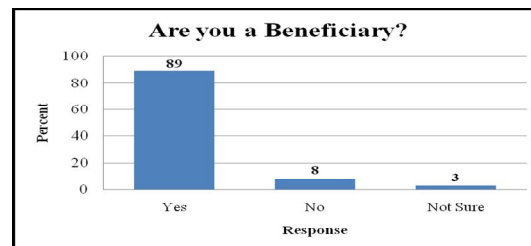
11.15. Beneficiaries of the SSPP

There was also the need to investigate how many members were beneficiaries of the SSPP. This is represented in the diagram below:

Response	Frequency	Percentage
Yes	89	89.0
No	8	8.0
Not Sure	3	3.0
Total	100	100.0

*Table 16: Are You a Beneficiary of the SSPP?
Source: Researchers' Field Study, 2014*

The table above shows that 89 (89%) indicated that they were beneficiaries of the SSPP, 8(8%) were not beneficiaries of the SSPP and 3(3%) were not sure if they were beneficiaries of the SSPP. This responses are illustrated in the diagram below:



*Figure 11: Beneficiary of the SSPP
Source: Researchers' Field Study, 2014*

As represented in the diagram above, a high number of respondents were beneficiaries, which means that they are knowledgeable about the SSPP and this can help the researcher to get valid information and challenges associated with the SSPP from them.

11.16. Level of Satisfaction on the Implementation of the SSPP

Questions were also asked to identify how satisfied respondents were with the SSPP. This is illustrated in the diagram below:

Level	Frequency	Percentage
Highly Satisfactory	3	3.0

Satisfactory	29	29.0
Neither Satisfactory or unsatisfactory	20	20.0
Unsatisfactory	39	39.0
Highly Unsatisfactory	9	9.0
Total	100	100.0

Table 17: Level of Satisfaction on the Implementation of the SSPP
 Source: Researchers' Field Study, 2014

The table illustrates that only 3(3%) of the respondents were highly satisfied with the implementation of the SSPP. 29(29%) of the respondents said the implementation of the SSPP was satisfactory, 20 (20%) chose neither satisfactory nor unsatisfactory, while 9 (9%) chose highly unsatisfactory. This is represented in the diagram below:

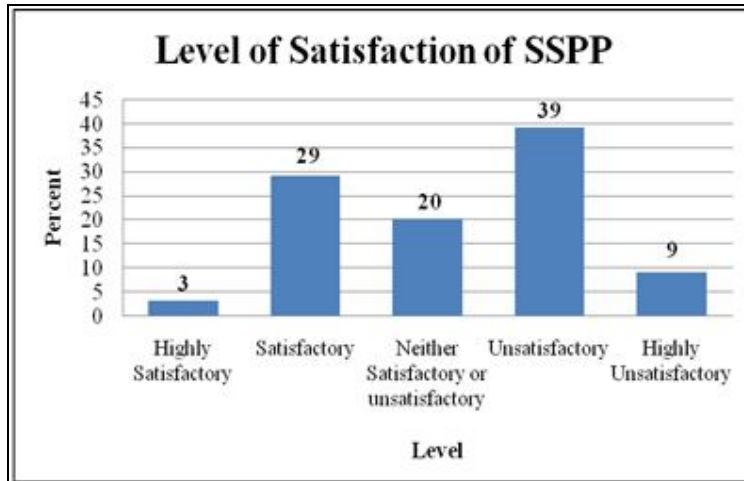


Figure 12: Level of Satisfaction of the SSPP
 Source: Field researchers survey, 2014

11.17. Is the SSPP a Cause of Labour Unrest in your Department?

It was also necessary to find out if SSPP is a cause of labour unrest in the various departments.

Response	Frequency	Percentage
Yes	47	76.0
No	12	19.0
Not Sure	3	5.0
Total	62	100.0

Table 18: Is the SSPP a Cause of Labour Unrest in your Department?
 Source: Researchers' Field Study, 2014

As seen from the table above 62 (100%) answered the question, out of which 47(76%) answered yes and 12 (19%) and 3(5%) respondents were not sure if the SSPP is a major cause of labor unrest in their department. This is illustrated in the diagram below

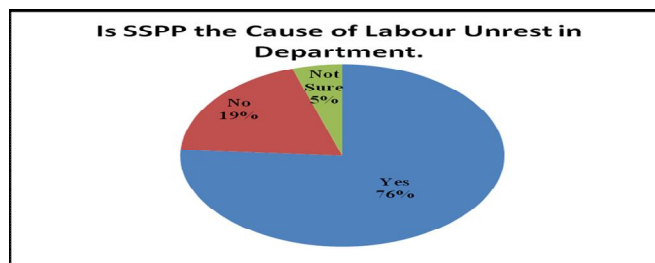


Figure 13: Is the SSPP the Cause of Labour Unrest in the Department
 Source: Field researchers survey, 2014

11.18. The SSPP Was Made to Address Four Major Issues within the Public Sector

. Questions were asked on people's perception on the four major issues that the SSPP was meant to address. The issues are (1) Salary disparity, (2) Reduce pay negotiations, (3) Link pay to productivity (4) Reduce cost of wage bill. The answers are reported in the Tables 4.19 – 4.22

Rating	Frequency	Percentage
2	9	9.0
3	14	14.0
4	28	28.0
5	18	18.0
6	25	25.0
7	6	6.0
Total	100	100.0

Table 19: Salary Disparity
Source: Researchers' Field Study, 2014

On the responses to how the salary disparity objective has been achieved, the highest number was 4 with frequency (28%) showing that salary disparity has partly been achieved.

Rating	Frequency	Percentage
1	3	3.0
2	9	9.0
3	15	15.0
4	22	22.0
5	24	24.0
6	21	21.0
7	6	6.0
Total	100	100.0

Table 20: Reduce Pay Negotiation
Source: Field researchers survey, 2014

The responses on how the objective to reduce pay negotiation has been achieved, recorded the highest frequencies with ratings 4 and 5 accounting for 22% and 24% respectively. Therefore it could be deduced that the workers perceived that the objective to reduce pay negotiation has been partly achieved.

Rating	Frequency	Percentage
1	3	3.0
2	6	6.0
3	6	6.0
4	24	24.0
5	34	34.0
6	15	15.0
7	12	12.0
Total	100	100.0

Table 21: Link Pay to Productivity
Source: Researchers' Field Study, 2014

From the table above, the workers indicated that the policy on linking pay to productivity has not been achieved perfectly. The response was 5 with a total of 34 (34%) on a scale of 7 with 7 been the lowest score.

Rating	Frequency	Percentage
2	3	3.0
3	15	15.0
4	28	28.0
5	20	20.0
6	22	22.0
7	12	12.0
Total	100	100.0

Table 22: Reduce Cost of Wage Bill
Source: Researchers' Field Study, 2014

The rating that received the highest frequency was 4 which accounted 28%. This can be interpreted that the workers perceived that the objective to reduce the cost of wage bill is partly achieved.

12. The Single Spine Salary Structure and Labour Unrest

To gauge the perception of the workers on how the SSPP has benefitted them, open-ended questions were asked so that the researcher could interrogate in detail.

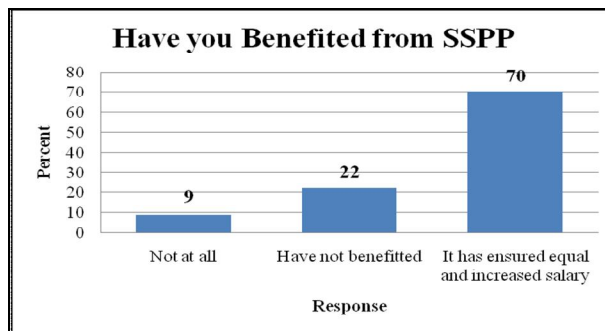
12.1. Have You Benefited from the SSPP

This was an open ended question to gauge the workers perception on how the SSPP has benefitted them. The details of the responses are indicated below:

Response	Frequency	Percentage
Not at all	6	9.0
Have not benefitted	15	21.0
It has ensured equal and increased salary	48	70.0
Total	69	100.0

*Table 23: Have You Benefited from the SSPP
Source: Researchers' Field Study, 2014*

As seen from the table above, 6 (9%) of respondents indicated that they had not benefited at all from the SSPP, 15 (21%) indicated that they have not benefited from the pay policy while 48 (70%) were of the view that the SSPP has ensured equal and increased in salary. From the data it can be seen that the workers believed that the SSPP is of great benefit for most workers and that it has brought about an appreciable increase in salary and some level of equal pay. This is clearly illustrated in the diagram below:



*Figure 14: Number of Respondents Who Have Benefited from the SSPP
Source: Researchers' Field Study, 2014*

As seen from the diagram above it can be said that the SSPP has ensured some level of equal and increased salary and it is well appreciated by many respondents in this area.

12.2. General Causes of Labour Unrest

Questions were also asked on the perception of the workers on the general causes of the labour unrest in the country. Table 4.24 below illustrates the responses of the workers on the general causes of labour unrest.

Cause	Frequency	Percentage
Mismanagement by Managers	12	13.0
Failure of Policies	15	17.0
Inadequate pay	42	47.0
Delays in salary, allowances, arrears and promotion	11	12.0
unfavourable condition in workplace	9	10.0
Total	89	100.0

*Table 24: General Causes of Labour Unrest
Source: Researchers' Field Study, 2014*

The table identifies workers perception on the general causes of labour unrest as including mismanagement by managers, failure in policies, inadequate pay, and delays in salary, allowances, arrears and promotion and unfavourable condition in the workplace. These factors were indicated as the main causes that bring labour dissatisfaction among workers. However, inadequate pay for work done was indicated as the main factor that propels labour unrest. The respondents asserted that when they do not get their required wage for work done they are likely to resort to labour unrest.

12.3. Main Cause of Labour Unrest in the Country

Respondents were asked to give their opinion on whether the SSPP is a major cause of labour unrest in the country and the result is presented in the table below.

Response	Frequency	Percentage
Yes	91	91.0
No	3	3.0
Not Sure	6	6.0
Total	100	100.0

Table 25: Is SSPP a cause of Labour Unrest in the Country?
Source: Researchers' Field Study, 2014

The table above shows that high number of respondents indicated that the SSPP is a major cause of labour unrest in the country, where 91 indicated that the SSPP is a major cause of labour unrest in the country while 3 respondents did not think that the SSPP is a major cause also 6 (6%) were not sure if it is a major cause or not. This response is also illustrated in the diagram below:

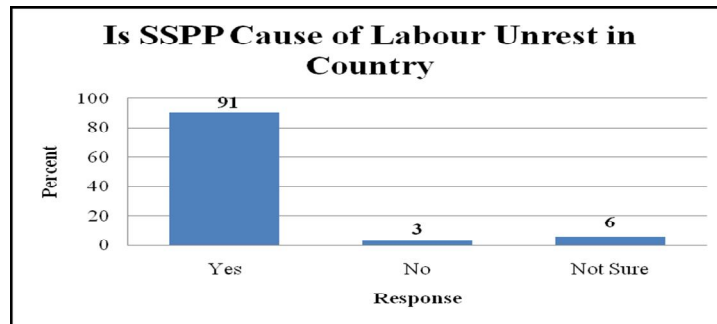


Figure 15: Is SSPP a Major Cause of Labour Unrest in the Country.
Source: Researchers' Field Study, 2014

The diagram shows that 91% of the respondents intimated that the SSPP is a major cause of labour unrest in the country.

12.4. How Does the SSPP Cause Labour Unrest.

In relation to the fact that respondents wrote that the SSPP is a major cause of labour unrest in the country, there was also the need to investigate how the SSPP causes labour unrests and questions were asked to that effect. The results are illustrated in the table below:

How SSPP Causes Labour Unrest	Frequency	Percentage
The policy is not favourable at all to some labour groups	12	14.0
SSPP have been politicized and not effectively managed	6	7.0
Problem with the implementation	38	44.0
Some workers feel cheated	30	35.0
Total	86	100.0

Table 26: If Yes, How?
Source: Researchers' Field Study, 2014

The table represents the response of 86 (100%) respondents on their perception of how the SSPP cause labour unrest. 12 respondents representing (14%) indicated the unfavourability of the policy to some labour groups as the cause of labour unrest in the country, 6 (7%) attributed the cause of labour unrest to the fact that the SSPP have been politicized and not effectively managed, 38(44%) indicated a problem with the implementation of the SSPP and 30(35%) disclosed that some workers feel cheated. It must be noted that the majority of workers (44%) of the respondents attributed the cause of labour unrest to the poor implementation of the SSPP. This means that there seem to be a problem with the implementation of the SSPP, which need to be checked.

12.5. Achievement of Purpose

The respondents were also asked if the SSPP has been able to achieve its intended purpose. The responses are illustrated in the table below.

Response	Frequency	Percentage
Yes	3	3.0
No	67	67.0
Not Sure	30	30.0
Total	100	100.0

Table 27: Has SSPP Achieved its Intended Purpose?
Source: Researchers' Field Study, 2014

The table shows that only 3(3%) accepted that the purpose of the SSPP has been achieved; 30(30%) were not sure if the SSPP had achieved its intended purpose and 67 (67%) indicated that the SSPP had not achieved its purpose. The responses are illustrated in the diagram below:

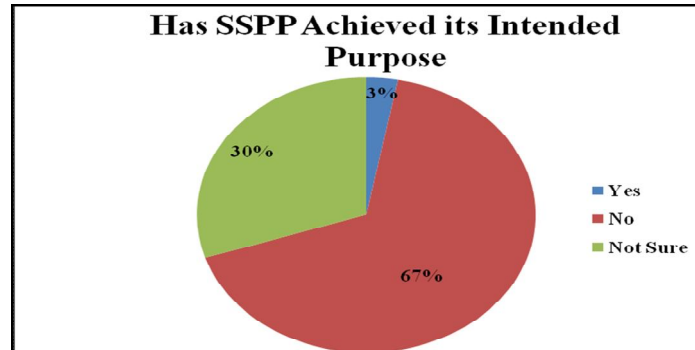


Figure 16: Has the SSPP Achieved its Intended Purpose
Source: Researchers' Field Study, 2014

The diagram shows that high number of respondents agreed that the SSPP has not achieved its intended purpose.

13. Challenges Facing the Implementation of the SSPP

Questions were also asked to ascertain what the workers perceived as challenges of the implementation of the SSPP. The responses are illustrated in the table below:

Challenge	Frequency	Percentage
Some components of the policy were not well considered	32	47.0
Pay Negotiation	14	20.0
Difficulty in evaluating the workload of different labour groups	16	16.0
delays in payment	6	24.0
Total	68	100.0

Table 28: Some Challenges Facing the Implementation of the SSPP
Source: Researchers' Field Study, 2014

Generally, the perception of the challenges facing the implementation as that some components of the policy were not well considered, there are problems concerning pay negotiation, difficulty in evaluating the workload of different labour groups and delays in payment and the data is presented in the diagram below.



Figure 17: Challenges facing the SSPP
Source: Researchers' Field Study, 2014

14. Substitution of SSPP

Respondents were also asked if the SSPP should be substituted for another policy and the data below indicates the responses of the workers

Response	Frequency	Percentage
Yes	29	30.0
No	51	53.0
I don't care	17	18.0
Total	97	100.0

Table 29: Do You Think the SSPP Should be Substituted for Another Pay Policy?
Source: Researchers' Field Study, 2014

The responses show 29 (30%) indicated that the pay policy should be substituted for another policy, 51(51%) did not think that the policy should be substituted for another pay policy and 17 (18%) did not care about what should be done. The pattern of responses is illustrated in the diagram.

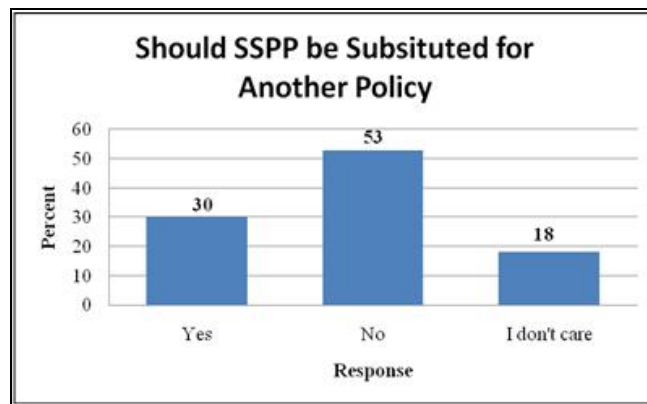


Figure 18: Should the SSPP be Substituted for Another Policy
Source: Researchers' Field Study, 2014

From the figure above it can be seen that majority of the respondents did not want the policy to be substituted in spite of its alleged implementation lapses.

14.1. Reason why it should be substituted

A follow up questions were posed to the responded who indicated that they wanted the policy substituted to ascertain the reason for that thought and the results are represented below.

Response	Frequency	Percentage
Because the previous salary structure was more satisfactory	15	58.0
keeps increasing the public wage bill	3	12.0
has brought a lot of labour unrest	3	12.0
It has not resolved the issues it was designed for.	5	19.0
Total	26	100.0

Table 30: If Yes, Why?
Source: Researchers' Field Study, 2014.

The answers to the question ranged from answers that the previous salary structure was more satisfactory than the current one, the public wage bill keeps increasing, the SSPP has brought a lot of labour unrest and that the SSPP has not resolved the issues it was meant to resolve.

	Frequency	Percentage
It should be implemented well	51	100.0
Total	51	100.0

Table 31: If No, Why?
Source: Researchers' Field Study, 2014

As illustrated in the table above, the respondents who indicated that the policy should not be substituted were of the view that the SSPP was a good policy with implementation lapses. The ESTIMATED that if the SSPP is well implemented it would bring great benefit to the workers which can prevent labour unrest and promote political stability in the country.

15. Discussion of Findings

The administration of the survey revealed that all the respondents who were questioned were part of one or two labour unions such as UTAG, GUSSA, FUSSAG, and TEWU. It was also realized that the unions had some effects on their members. When members are part of unions they work together or cooperate to achieve a goal. In addition, members were influenced by the collective decisions to embark on any form of labour action when necessary. It was also realized that majority of the workers had worked for over 3 years making them somehow knowledgeable about different pay policy and also other factors that bring about labour unrest in their organization. Additionally, all the workers knew about the SSPP either through changes in the salaries, the media or through education. It was also realized that the workers perceived the main aims for the SSPP as bringing about equal pay among workers (bridge salary disparities); increase the salary of workers; motivate workers to perform better; reduce pay negotiations, link pay to productivity and reduce cost of wage bill. However, they believe that the objectives have not been achieved so far because of implementation lapses. In addition, it was realized majority of the workers had witnessed labour unrests in their department and workplaces and the common ones were strikes and demonstrations but mass violence which may lead to death or destruction of property was barely witnessed.

The workers identified four major causes of labour unrest in an organization as bad payment (inadequate payment for work done), problem with SSPP implementation, problem with allowances and the SSPP does not favouring some workers. Other factors indicated as causing the labour unrest was the failure on the part of government to pay agreed upon allowances that was part of the SSPP. Generally, it was agreed that the poor implementation of the SSPP was the main cause of the industrial strikes witnessed in most workplaces in the country in recent time and majority of the workers indicated that they have participated in industrial strike actions and demonstrations including those related to the SSPP. There was an expression of high dissatisfaction with the implementation of the policy, which was considered a good policy with implementation problems. In that regard the workers did not want the policy to be replaced, in spite of the dissatisfaction with the implementation.

16. Conclusions

Generally, the objectives of the study were to assess the Single Spine Pay Policy, its relationship with labour unrest and political stability in Ghana. Specifically, it seeks to examine the structure of the Single Spine Pay Policy, its purpose and whether it had been achieved. The study used the workers of Kwame Nkrumah University of Science and Technology Campus as a case study to understand the grievances of workers with regards to the SSPP and also to assess the challenges and achievements of the policy. Furthermore, the study intended to find out how labour unrest affects political stability. Finally the study sought to find out the extent to which the problems arising out of the implementation of the Policy had contributed to labour unrest and subsequently political instability in Ghana. Data was collected through purposive sampling of a hundred respondents from KNUST campus. The analysis of the data revealed that all the workers sampled had fair knowledge of the objectives of the SSPP and other wage policies that has been implemented in Ghana. In addition, the workers indicated the knowledge of labour unrest which was identified as strikes and demonstration mostly related to inadequate remuneration, allowances and unfavourable condition of service of employees. Majority of the workers confirmed that they have participated in some labour strikes and demonstrations in the past including those related to the SSPP.

The workers also indicated that the labour unrest related to the implementation of the SSPP was as a result of the implementation lapses such as unfavourability of the SSPP to some workers and failure on the part of government to fulfill payment of agreed upon allowances, etc. Additionally, the workers noted that the SSPP is a good policy and it has even brought about an increase in the salaries of some workers. However, it was generally believed that the policy has not achieved its overall objective. In spite of its implementation lapses the workers were unanimous in agreeing that the policy should not be substituted but rather be improved upon so that it can attain the purpose for which it was adopted. Conclusively the findings of the study show that the Single Spine Salary Structure is a major cause of labour unrest and political instability in Ghana. This findings support the proposition of Ong'ayo (2008) that internal policies are major causes of political instability and Ofiaja (1979) argument that the government's failure to address the needs of workers has resulted in political instability. There is no doubt that the adoption of the SSPP and the implementation lapses that has resulted in the failure of the government to address needs of workers in Ghana has been the root of labour unrest and the political instability that is currently being witnessed in the country. The findings of this study contribute to the literature on the causes of political instability. It is believes that policymakers and individuals who are interested in understanding how government policy can bring about political instability will find this study very handy. In addition, the study will be a good resource material for political science and public policy students.

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