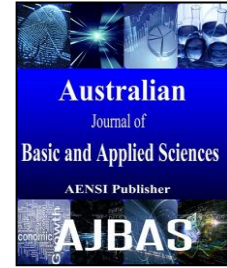




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Emerging the Effect of Internal Elements on Productivity: An Overview

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ABSTRACT

The increases of turnover, less job satisfaction and lack of motivation have been seen as the factors that contributed to low productivity on these days. Along with the development of management, understanding towards the technical concepts in the human resources is more crucial especially when it comes to the productivity. Efficiency of the employee or group of workers can be an evaluation for the employee productivity in the organization. However, the effectiveness and efficiency of the management could only be evaluated through the observation, reaction, study and results at the end of the research. On top of that, ineffectiveness among employee productivity is the major factor of low performance organization. Hence, the human resource department should form the organization policy align with the vision, mission, philosophy and objective of the organization in order to shape the efficiency in productivity. In order to increase the productivity, employee commitment is not just the only thing that matter in the boosting process but they also should be part of the team, not only being as a member of organization. This paper discuss on the bond between the internal elements (training impact, organizational commitment, workplace environment and motivation) and productivity which could enhance the employee performance in the organization.

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INTRODUCTION

Nowadays, the success of the organization depends on the employee productivity since they are the core of the organization. The workforce is the essential elements in the organization because it is the 'engine' or the 'heart' of the organization that keep the organization running. In 1997, Rolloos has defined the term of productivity which refers to "productivity is that which people can produce with the least effort" and it also can be described as the increased in quality and employee's output (Sutermeister, 1976; Dorgan, 1994). Increases of the organizations performance is the benchmark which helps in determine the employee productivity at the workplace. It is also as can be used as a measurement to indicate the organization, employee, industry and country output and ability as well nowadays.

Lots of organizations busy to construct the office buildings which they believed it can increase productivity and management processes. Besides that, there are some opinions stressed the layout of the organization plays the role in influence the internal productivity. According to Uzee (1999), Leaman and Bordass (1993), in order to boost the

productivity of the organization they need to emphasize the layout and efficient management progress that can boost the organization and employee performance at the same time.

David Hakala (2008) highlighted 16 ways to evaluate employee performance which said it is an activity among the managers and their subordinates; *quantity, quality, timeliness, cost-effectiveness, absenteeism, creativity, adherence to policy, gossip and other personal habits, personal appearance, manager appraisal, self-appraisal, peer-appraisal, team appraisal, assessment center, "full-circle" appraisal and management by objectives*. These indicators as a medium in determine the companies and jobs performance and by combining the indicators it can be used to create other assessment for the performance. It is crucial to define the factors first to align with the goals and evaluation effectively.

Problem Statements:

According to Hamdi, Khalid and Amur (2014), their research on the productivity improvement discovered the obstacles in the manufacturing enterprises in Oman. There are three major factors

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identified by them in the manufacturing; (1) lack of management practices, (2) employee job satisfaction and (3) lack of HRM applies in the organization. The differences in management practices across countries and firm showed the significant proportion in the productivity and this is occurred due to the different management practices. In order to be more productive, most of the organizations tend to have faster growth and highly survival rates.

Based on the results, the analysis showed the poor management practices are the highest potential as obstacles in the productivity improvement programs in Oman. Inappropriate planning, inadequate understanding about the productivity, deprived relations between employee and employer also lack of combination in management has caused the low productivity. Thus, the manager and supervisor selection and the methods of selection should be improved effectively. The managers should involve in the productivity in order to ensure they will have the responsibilities and leadership. Fully authority in designing and implementing the productivity programs must be given to the managers in order to shape their performance effectively.

Secondly, the analysis showed the next obstacles in the productivity improvement is the job satisfaction. To boost the productivity for the organization and employee as well, the management need to improve the job satisfaction first rather than put other things as prior. Previous studied by Graham (1996), Spector (1997), Steindel and Stiroh (2001) and Crossman and Abou-Zaki (2003) also showed there was relationship between employee job satisfaction and performance. The skills and knowledge are not the only factor effect the productivity of the employee but attitudes, commitment also loyalty as well.

The results of the research in Oman had shown that (i) the employees who tend to be unhappy are less productive and high absenteeism rates; (ii) employees who satisfied with their working environment are more productive, pioneering and dedicated; (iii) the increases in the employee morale and productivity due to the job satisfaction meanwhile; (iv) the lack of job satisfaction leads to the employee turnover in the organization. Consequently, the employee productivity can be boosted by identifying specific needs such as rewards, salaries, healthiness and protection.

In addition, poor HRM practices in the organization have been discovered in the previous studies and it also mentioned by some researcher on the HRM practices MacDuffie and Krafcik (1992), Arthur (1994), Huselid (1995), Youndt et al.(1996), Hoque (1999), and Paul and Anantharaman (2003). The poor practices by the management had caused the lack of training in improving the productivity among the employee. Training is the most valuable aspect in the HRM but unfortunately the industries in Oman do not invest their financial in the training

adequately at all levels. The results showed most of the contract employee do not get sufficient training and career development. This problem is not happened only in Oman but in other countries as well due to lack of investment in the training prospect.

The situation in Oman also showed there are another lack in the HRM practices other than training which is the lack of rewards and incentives. Some of the industries do not provide adequate rewards and incentives to their employees yet it will cause low productivity and performance among the employees. The rewards and incentives could be monetary or nonmonetary rewards which provided by the organization (Bau and Dowling, 2007). However, these incentives or rewards structure could be different for each companies or organization but it is depending on some factors such as the size of enterprise, how long the organization was running, genders, level of education and cultural.

Research Objective:

In this study, the aims are to classify the key factors which affect the performance productivity in the organization. The main objectives of this paper are to focus on identifying the impact of the internal elements whether there is a significant relationship or impact on employee productivity. Based on the factors, this paper also classify either one these key factors have the significant impact indirectly or directly on the employee productivity or not. These objectives are as the following four objectives:

- i. To examine the influence of the training programs on the employee productivity in the organization.
- ii. To investigate the effects of the organizational commitment in improving the employee productivity to maximum level.
- iii. To explore the significant of relationship between the workplace environment and employee productivity in the organization.
- iv. To scrutinize the influence of the motivation factor in maintaining employee productivity on the right track.

Literature Review:

This article will emphasizes on the impact of the factors on employee productivity in the organization. The explanation on these elements will show the highlighted area in maintaining and improving the productivity. The needs in maintaining and improving the productivity have been crucial for the organizations nowadays due to employees as the core of the organization in guaranteeing the survival of the companies. Thus, the awareness in improving the productivity has been issued by the organizations especially the manufacturing companies because the number of workforce increases from year to year. In this literature review, this paper focuses on four factors; training impacts, organization commitment, workplace environment and motivation.

Training Impacts:

Training is a distinctive practice which has the effects on the human resource outcomes especially on the quality of skills and abilities but the changes of employee's attitude and behavioural also can be achieved by the impact from other practices as well (Guest, 1997). The positive effect from the training programs could be seen in the organization due to the changes in the management style and training as it can be considered the core element in achieving the company goals (Harrison, 2000; Wright & Geroy, 2001). However, the organizations need to identify the group of workers that seem lack of the training so the gap between the efficient and inefficient employee can be eradicated in the future (Swart *et al.*, 2005; p.190).

Identifying the right person to attend the training could change their attitudes and enhance the skills and knowledge due to the fall of the performance also it can be due to various causes. For instance, the employee might believe there could be a conflict occurs in the organization and this had caused them not to utilize their skills and knowledge to the maximum level as they afraid of to do so especially when they realized the changes in the organization. Hence, a good structure of training programs will reduce the possibility of low productivity and enhance the skill and knowledge at the same time. By adopting programs and some changes in the training program, it will fulfil the needs and encourage the employee to execute the tasks effectively and efficiently (Swart *et al.*, 2005).

In addition, training as a path in guaranteeing the sense of development or advancement in organization commitment as it results in customer and employee satisfaction (Armstrong, 2009; Choo & Bowley, 2007). Based on the previous study on the training, it can reduce the probability in failure especially on the performance, improving and cultivate the competence level also enhancing the coaching and mentoring skills (Michael & Combs, 2008; Armstrong, 2006). By preparing the new skills, knowledge and attitude, the organization able to survive and succeed also respond to the changes in times of change.

Organization Commitment:

This concept resulted from the previous studies which discovered the bonds between employee and organization. The characterization of the organizational commitment can be seen in three factors; belief and recognition of goals and values; the utilization of willingness in the commitment; and preserving the membership of the organizational membership (Mowday, Porter & Steers, 1982). The previous studies on commitment by Mowday (1998) showed the commitment has the potential to enhance the performance and productivity also reduced the absenteeism and turnover as well in the organization.

According to the Meyer and Allen (1991); Meyer *et al.* (1993); Meyer and Herscovitch (2001), they stressed commitment as a psychological relation which classified into three different types such as affective, normative and continuance. As mentioned in Locke and Latham (1984), commitment as a crucial requirement in performing task performance effectively for the goals as it seems HRM practices might be contributed to the success (Scheible & Bastos, 2006). On the other hand, training also act as the strategies in order to cultivate commitment to the organization while the information exchange have the positive effects as the organization manipulate it to influence and control the attitudes (Pfeffer, 1998). Adopting the HRM practices in commitment could establish multiplicity of ties between individuals and organization but it could be seen as antagonistic as well.

Workplace Environment:

Patterson *et al.* (2003) described the higher satisfaction among the workers, the greater the company will respond on the profitability and productivity. In order to maximize employee productivity, the organizations need to focus on the personal motivation and the environment as the behavioural component in the workplace tend to have the better impact in contributing to the employee productivity (Demet, 2012; Haynes, 2008). Behavioural and satisfaction are not the only elements that contributed to the productivity but the interaction as well. However, distraction could be the most negative element that seems to be the cause of the low productivity. There are four factors embolden the employee to interact with each other, such as goal setting, performance feedback, defined processes and supervisor support.

Richards (1978) explained the purposes of goals in the organizations are to control the employee's attitude and behavioural also to motivate them to act effectively at the workplace. Furthermore, to ensure the goals effectiveness the organization need to make sure the relevant feedback could be used to enhance the goal setting because the acceptance of the organization goals can cultivate the people behavioural to do more in achieving the goals (Latham & Yukl, 1975; Erez *et al.*, 1985; Morrisey, 1977).

In the organization, the resolution for the conflicts process is the performance feedback because this will build the interaction and relationship between employee and supervisor. This also can build the closer relation in the organization as the supervisor or manager allocates the employee based on the roles and tasks (Chandra Sekar, 2011). Better feedback could be seen as the manager gives the feedback about the worker as the worker able to response to the feedback as well.

Defining the process in the organization might be difficult but the manager or supervisor needed to

explain the workflow through the verifying and communicating. Organization must figure out the tools that could motivates the employees and reward them who behave in the way appropriately. Workplace incentives are the mix of internal rewards that will be given to the highly performed worker who performed excellent in the workplace (Chandrasekar, 2011).

In order to achieve the better performance in job, they worker need the supervisor support because it is important in encouraging employee to be positive and enhance self-confidence in themselves, this situation as mentoring/coaching (Chandrasekar, 2011). Worker should be given time and material resource in order to enable them to perform better also organization should no stop or restraint them from applying the new skills and knowledge. The organization should provide them the opportunity to apply the skills for the better outcomes and the working environment must be equipped with the templates, checklist and other things to reduce the mistakes and dissatisfactions.

Motivation:

In order to be motivated, ones should have the understanding on motivation first. Being motivated is the actions *to be moved* to do something (Richard M. R. & Edward L. D., 2000). Emily R. Lai (2011) explained the motivation is the motives that lead to the willingness behaviour decision and it can be divided into two types of motivation; intrinsic and extrinsic. Some of the researchers tend to compare the intrinsic motivation and extrinsic motivation due to extrinsic is governed by reinforcement contingencies but the intrinsic is better in learning outcomes. Emily R. Lai (2011) described the motivation as “a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both”. On top of that, “work motivation as the set of internal and external forces that initiate work related behaviour, and determine its form, direction, intensity, and duration”, (Pinder, 1998)

McCullagh (2005) described motivation as the strength and pathway of effort also it could lead to the other benefit such as learning, productivity, satisfaction (McCullagh, 2005; Wilson, 2005). Deci and Ryan (1985) differentiate the motivation type based on the goals and reasons that lead to the action taken by a person. Deci et al (1999) described “intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviours such as play, exploration, and challenge seeking that people often do for external rewards”.

Basically, the intrinsic motivation can be defined as actions that could create the satisfaction in a

person and it can be existed within individual also the group of worker as well. According to the Weinberg and Gould (2003), there are three kinds of intrinsic motivations; *knowledge*, *accomplishment* and *stimulation*. Intrinsic can be occurred due to the satisfaction which obtained by a person through the learning progress in their favourite field. In the productivity, this intrinsic can be seen in the outcomes resulted from training process as well. Extrinsic motivation concerns about the activity that could cause the enjoyment for themselves rather than instrumental value. The extrinsic motivations derived from the separate outcome such as remuneration, good response and acknowledge than extrinsic motivation. It can be divided to four types; integrated regulation, identified regulation, interjected regulation and external regulation.

Productivity:

In the concept of the productivity, it can be seen as the relation between input and outcome also it is applied in the economic system. Productivity is the essential variables and governing the economy also it can affect the company's competitiveness (H. Singh, J. Motwani & A. Kumar, 2000). However, the misinterpreted in defining the productivity will be resulted in being misapplied. Productivity can be distinguished in some similar terms such as profitability, performance, efficiency and effectiveness. The number of productivity can be increased by minimize the input and maximize the output. The productivity can be measured by defining the relationship between the output; labour, capital, material and other.

In order to increase, improvement techniques can be used effectively and efficiently in many organizations no matter the size or number of staffs (Lisa, 2001). By improving the integration of marketing and manufacturing strategies, it can increase the organizational effectiveness while in some of the studies mentioned about the integration of various functional groups that can improved the productivity and quality. On the other hand, the worker's knowledge can increase the productivity and quality as well but the application and interpretation of the data are claimed to be source of quality and productivity improvements. The improvement in productivity can be identified by applying these strategies;

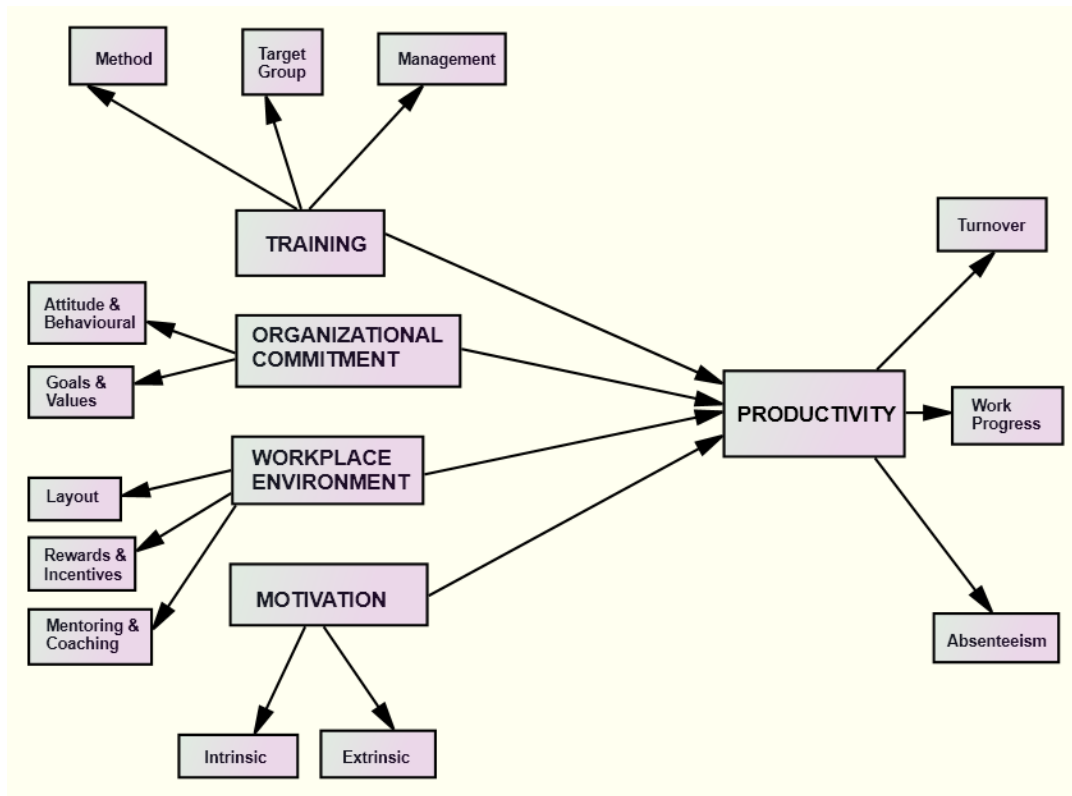
- i. Improving the current system with the latest system by examines the system a few times before using the system as permanent system.
- ii. Improving the flow of the material in order to replace the poor management in the organization.
- iii. Increase the layout quality in order to remove unnecessary stuffs or inventory to reduce shortage of materials.
- iv. Improve the small changes in the organization by adding new technologies to increase the productivity.

Methodology:

This paper examines on the internal elements (training impacts, organizational commitment, workplace and motivation) which contributed to the employee productivity. In order to execute this study, the quantitative methods will be applied on the study by using the questionnaire. By using the questionnaire, this study will discovered the impact of the internal factors in the organization in improving the productivity of the employee. This paper also will reveal the elements of the employee

productivity which will affect the employee productivity programs in the future. The outcomes of the study will help the organization in identifying the progress which can enhance the productivity within employee. Thus, this study also will show how the less productivity can affect the employees who were not happy with the environment of the office, training management, and organizational commitment as well (Demet, 2012)

Conclusion:



The study scrutinized the dimensions of the internal elements which affect employee productivity in the organization also the physical and behavioural components. The internal elements are consists of training impacts, organizational commitment, workplace and motivation which it affect the employee productivity. Previous studies on the productivity had shown the relationships between each of the variables that have significant effect on the productivity as well. The study discovered training can decrease turnover after identifying the target group for employee productivity improvements. The commitment in the workplace has the significant interaction with the employee productivity (Scholl, 2003). In addition, improving the productivity not only enhanced the employee performance but it also has the significant effect on social especially on poverty. The increases of productivity proved that it can be a development tools in reducing the level of poverty and improve employee competitiveness and ability.

According to the International Labour Conference in 2008, the targets in improving employee productivity programs are to help most of the countries in utilising the skills in maximizing the opportunities and diminish the negativity implication in the changes of the technology and other things. It also targeted to assimilate the ability and development to new levels of national and international strategies. Hence, the aim is to create the path for the sectors in enhancing the labour, training and long-term learning yet to prolong the advantages of enhancing the productivity for the better outcomes. Furthermore, enhancing the productivity will helps in achieving the objective of decent work and sustaining the working conditions and workers employability.

The benefits of enhancing the productivity not only helps workers skills but social as well especially in gaining the quality jobs among workers, increase the employment, improvement of service quality,

minimizing the poverty in society and improving the competitiveness in markets and sectors.

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