

DYNAMICS IN PRODUCTIVITY WITH THE INTERVENTION OF HUMAN RESOURCE MANAGEMENT (HRM): AN EXPLORATORY REVIEW ON MANUFACTURING INDUSTRY

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Abstract - Dynamics in productivity with the intervention of Human Resource Management (HRM) was identified as a significant area in the manufacturing sector. Through-out the research history many of studies have been launched related to this topic. Most of the previous research were focused to the dynamics in productivity with non-Human Resource (HR) factors with reference to both manufacturing and service sectors in the world. When it comes to the manufacturing industry, it is highly driven by the achievement of goals and objectives. HR is one of the key significant resource in achieving goals and objectives. There were six key objectives of this study. The archival method was adopted by the researchers. The review process has covered the published research articles, published books and conference papers in HRM and productivity, which were published within the period of 1990 to 2017. Theories such as Systems Theory, Abraham Maslow's Hierarchy of Needs Theory, Frederick Herzberg's Two Factor Theory and Douglas McGregor Theory X and Y have been used in order to provide a sound theoretical framework.

Effective launch of the HRM functions such as HR Planning (HRP), recruitment and selection, training, remuneration system, system of appraisals, promotion and career advancement, disciplinary management, employee welfare and Human Resource Management Information Systems (HRMIS), enhances the organizational productivity. With the careful handling and effective

usage of organizational factors such as leadership, team working behavior, organizational culture, empowerment, work environment and communication system, ultimately make a bigger contribution in enhancing productivity. And, there is a significant mediating effect of motivation in enhancing the productivity. Personal factors such as attitudes, skills, knowledge, behavior, responsibility and interest have significant effect in enhancing the productivity. Ultimately, based on the research findings, a model was developed for the future development and expansion of the research topic.

Keywords- Human Resource Management (HRM), Productivity, Manufacturing Industry

I. INTRODUCTION

Dynamics in productivity with the intervention of HRM was identified as a significant area, specially referred to the manufacturing sector. Through-out the research history many of the studies were launched related to the topic. However, more research were launched to study the dynamics in productivity with non HR factors with reference to both manufacturing and service sectors in the world. Generally, manufacturing industry is highly driven by the achievement of goals and objectives. HR is one of the key significant resource in achieving goals and objectives of the organizations. HRM is one of the key

functional area in the business organizations that, deals with the various requirements and different matters related to the employees of the organizations. HRM is the efficient and effective utilization of employees in order to achieve goals of the organization; and it is about managing people at work, being the human side of business administration having policies, procedures, rules, and systems influencing employees of the organization (Opatha, 2009). According to Dessler (2008) HRM is defined as the policies and practices involved in carrying out the “people” or HR aspects of a management position, including recruiting, screening, training, rewarding and appraising.

Productivity is one of the crucial factor in production performances in manufacturing organizations including both public and private sectors. Productivity growth helps businesses to be more profitable (Fuller, 2016). According to the Oxford dictionary definition, the productivity is the effectiveness of productive effort, especially in industry, as measured in terms of the rate of output per unit of input. There are different concepts of productivity, which were developed throughout the scientific research process. These are partial productivity, labour productivity, total productivity and multi-factor productivity. Production is a process of combining various material inputs and immaterial inputs in order to make something for consumption. The methods of combining the inputs of production in the process of making output are called technology. When all outputs and inputs are included in the productivity measure, it is called total productivity.

Total productivity = Output quantity / Input quantity

Total productivity = Output quality & quantity / Input quality & quantity

According to the above formula, changes in input and output have to be measured inclusive of both quantitative and qualitative changes (Jorgenson and Griliches, 1967). In practice, quantitative and qualitative changes take place when relative quantities and relative prices of different input and quantities and relative prices of different input and output factors alter. In order to accentuate qualitative changes in output and input, the formula of total productivity can be written as follows;

Fifteen (15) major factors were identified in enhancing productivity under four key perspectives; motivation

perspective, task perspective, human resource perspective, top management perspective in Indian manufacturing industry (Kumara and et al., 2016). Under motivation perspective, it was discussed on four (4) factors; encouragement to effective communication, reward, recognize and break the monetary and rotate. Under task perspective, it was discussed on four (4) factors; accountability, follow-up, demand realistic targets, manage the workforce but avoid micromanagement. Under human resource perspective, it was discussed on three (3) factors; team work, proactive employees, courses and improvement options. Under top management perspective, it was discussed on four (4) factors; tools and equipment to raise the productivity, availability of water, power and other input supplies, positive attitudes and involvement of management, good working conditions. Positive attitudes and involvement management, proactive employees and good working conditions, tools and equipment to raise the productivity, availability of water, power and other input supplies have been ranked as top five factors in enhancing productivity in Indian manufacturing industry (Kumar and et al, 2016). Katou and Budhwar (2015) have introduced a HRM – Productivity framework which consists with three distinctive components; the HRM systems, the HRM outcomes and the production process. According to the HRM – Productivity model of Katou and Budhwar (2015), the HRM system involves the traditional HRM areas of resourcing and development influences employees’ ability to perform by improving their knowledge, skills and, abilities (Katou and Budhwar, 2015). The HRM system involving the areas of compensation and incentives influences employees’ motivation to perform by shaping their attitudes of motivation, commitment, and satisfaction (Katou and Budhwar, 2015). According to Katou and Budhwar (2015), the HRM system including the areas of involvement and job design influences employees’ opportunity to perform by shaping their behaviors such as employee retention and presence. Each of these three HRM systems may directly or indirectly influence all three HRM outcomes of employees’ skills, attitudes, and behaviors (Katou and Budhwar, 2015). Therefore, the HRM systems may be associated with more than one HRM outcome category (Lepak et al., 2006; Katou and Budhwar, 2015), indicating that the influences of the three HRM systems on productivity may fully or partially be mediated by the three HRM outcomes (Banks and Kepes, 2015; Katou et al., 2014; Katou and Budhwar, 2015).

A study of the factors associated with productivity levels clearly establishes that, the factory management must adopt modern practices to achieve higher productivity (Bheda

and et al., 2003). According to Bloom and Reenen (2010), there is suggestive evidence that, certain types of HRM raise productivity. It was identified that, there is certainly a robust positive cross sectional association between bundles of “modern” HRM practices and productivity, but these are not robust in the time series dimension (Bloom and Reenen, 2010). It was identified that, there is a strong positive relationship between HRM practices and labour productivity mediated by HR outcomes in manufacturing Small and Medium Enterprises(SMEs) in Japan (Gamage, 2015). It was revealed that, certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and generate higher labor productivity (Cully et al, 1999; Boselie and Wiele, 2002; Gamage, 2015). A study of the factors associated with productivity levels clearly establishes that, the factory management must adopt modern practices to achieve higher productivity (Bheda and et al., 2003). It was identified that, the innovative HRM practices raise worker productivity in steel manufacturing finishing lines in United States (Ichniowski and et al., 1997). It was revealed that, the systems of innovative HRM practices have large effects on production workers’ performances in steel manufacturing finishing lines in United States (Ichniowski and et al., 1997).

II. METHODOLOGY

A. Objectives of the Study

To identify the nature of the dynamics in productivity with the intervention of HRM in manufacturing industry

To identify the intervention of HRM (Main HRM functions affect) in enhancing productivity in manufacturing industry

To identify the way that, HRM functions motivate employees in enhancing the productivity in manufacturing industry

To identify the way that, organizational factors motivate the employees in enhancing the productivity in manufacturing industry

To find out the significant organizational factors, which motivate the employees in enhancing the productivity in manufacturing industry

To identify the way that, personal factors motivate employees in enhancing the productivity in manufacturing industry

B. Selected Methodology

In achieving the objectives of the study, the archival method was adopted by the researchers. Similar methodological approaches were used related to the research fields of HRM, motivation and productivity during the past research history (Kumar and et al, 2016; Siebers and et al, 2008). This review process has covered the published research articles, published books and conference papers in HRM and productivity within the period of 1990 to 2017. In order to provide a sound theoretical framework for this review the key theories were used in the fields of management and HRM, such as Systems Theory, Abraham Maslow’s Hierarchy of Needs Theory, Frederick Herzberg’s Two Factor Theory and Douglas McGregor Theory X and Y. Based on the literature review and the theoretical background, the researchers have developed a conceptual framework, which could be able to use in practice for the future research as the next immediate step. Moreover, the operationalization of key independent variables, mediating variables and dependent variable was done, which could be able to use in practice for the next immediate step of the research in real practice.

III. RESULTS

A. Effect of Human Resource Management (HRM) Functions on Productivity

Following nine (09) significant HRM functions have been identified based on the archival method applied throughout the study.

I. Effect of Human Resource Planning (HRP) on Productivity:

It was revealed that, HRP is essential for productivity and organizational effectiveness and efficiency because, it acquires best human resources, focuses on corporate goal, utilizes human resources, develops human resources, reduces uncertainty and labour cost, regularizes production, maintains good industrial relation, keeps records and controls human resources (Anyadike, 2013). According to Anyadike (2013) HRP ensures the

employee productivity in Nigerian public organizations. Koch and McGrath (1996) and Siebers and et al. (2008) investigated the impact of a set of HRM practices on labour productivity, to find that investments in HR planning and in hiring practices are positively associated with labour productivity.

II. Effect of Recruitment and Selection on Productivity:

It was found that, extensive recruiting efforts increase the productivity (Holzer, 1987; Huselid, 1995). Ichniowski and et al (1997) examined an extensive set of variables that describe the seven HRM policy areas considered in the theories; incentive compensation plans, extensive recruiting and selection, team work, employment security, job flexibility, training, and labor management communication. Ichniowski and et al (1997) revealed that, combinations of practices that exist are referred to as "HRM systems." According to Ichniowski and et al (1997) extensive recruiting and selection is one of the foremost policy area in HRM.

III. Effect of Training on Productivity:

It was revealed that, trainings for managers, supervisors and operators have a positive association with high productivity in Indian apparel manufacturing industry (Bheda and et al, 2003). According to Bheda and et al (2003) it was identified that, induction training has a positive association with high productivity. It was identified that, there is a linkage between the adoption of training programs and productivity growth (Bartel, 1994; Huselid, 1995). Gamage (2005) identified four HRM practices which effect on labor productivity in manufacturing SMEs in Japan. According to Ichniowski and et al (1997), training is one of the significant policy area in HRM. Guzzo (1998), identified that, the training is one of the most powerful way to increase the individual productivity.

IV. Effect of Remuneration System on Productivity:

It was identified that, incentive scheme has a positive effect on productivity (Anderson et al, 1993). According to Rao (2005), implementation of incentive scheme motivates the employees of the company to improve production level, achieve better consumption of raw materials and thus achieve higher productivity. It was found that, implementation of a multi-factor incentive scheme

motivated the employees of manufacturing company to improve production levels, achieve better consumption of raw materials and thus achieve higher productivity (Rao, 2006). It was identified a positive linkage between wages and productivity in large-medium scale manufacturing industry in Indonesian manufacturing sector (Tadioeddin, 2016). According to Trehan and Setia (2014) performance based reward is one of the significant HR practice that would support a healthy and innovation-oriented HR system in an organization. They identified three distinctive set of HR practices that would support a healthy and innovation-oriented HR system in an organization (Trehan and Setia, 2014).

V. Effect of System of Appraisals on Productivity:

According to the findings of Gamage (2005), the four HRM practices; employee staffing, training and development, performance evaluation and compensation management have positive relations with labor productivity in manufacturing SMEs in Japan (Gamage, 2005). According to Trehan and Setia (2014) performance based reward is one of the significant HR practice that would support a healthy and innovation-oriented HR system in an organization.

VI. Effect of Promotion and Career Advancement on Productivity:

According to the research findings of Bloom and Reenen in 2010, promotions is more prevalent in the US and Northern Europe than Southern Europe and Asia. According to Bloom and Reenen (2010) the data on productivity is much better and have shown wide distributions of productivity within and between countries and HRM appears to mirror these patterns. According to the research findings of Jayarathna (2014), it was identified that, there is an impact of career development on employee productivity of executive employees of the Apparel Industry in western province in Sri Lanka.

VII. Effect of Disciplinary Management on Productivity:

According to Anthony (2007), it was found that, the effective disciplinary policy County Education Office HR Department in Turkana County are effective in that the organization has helped in controlling employee's behavior by ensuring there is teamwork and cohesion in the organization.

VIII. Effect of Employee Welfare on Productivity:

According to Waititu and et al. (2017), it was revealed that, five variables of employee welfare programmes including occupational health; succession plans; training and development; employee referral scheme and remuneration policies, have an effect on employee performance at Kenya Railways Corporation.

IX. Effect of Human Resource Management Information Systems (HRMIS) on Productivity:

It was identified that, Information and Communication Technology (ICT) appears particular important with several pieces of evidence that combining ICT with the right fit of HRM practices makes a large difference for productivity (Bloom and Reenen, 2010). According to Rukumnuaykita and Pholphirulb (2016) Information Technology (IT) plays a key role in enhancing productivity among both professional and production workers in Thai manufacturing sector.

B. Effect of Organizational Factors on Productivity Following six (06) significant Organizational Factors have been identified based on the archival method applied throughout the study.

I. Effect of Leadership on Productivity:

According to the research findings of Islam and Shazali (2006), having a good boss is a significant contributory factor for motivating the workforce towards higher output in labor intensive manufacturing industry. According to Battisti and Iona (2009), moderate degrees of “bossing” would be a contributory factor to motivate the workforce. It was found that, the non-cognitive skills such as leadership skills are also important and seem to have positive relationship to labour productivity among Thai manufacturers (Rukumnuaykita and Pholphirulb, 2016).

II. Effect of Team Working Behavior on Productivity:

According to the research findings of Islam and Shazali (2006), working with a good team is a significant contributory factor for motivating the workforce towards higher output in labor intensive manufacturing industry. Team development is one of the distinctive HR practice that would support a healthy and innovative-oriented HR system in an organization (Trehan and Setia, 2014).

III. Effect of Organizational Culture on Productivity:

According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits. It was revealed that, culture is a key factor not only in achieving organizational goals, but in attracting and keeping desirable employees, creating a positive public image, and building respectful relationships with stakeholders (Kelepile, 2015). It was revealed that, there is a significant impact of Organizational Culture on productivity and quality management in Diamond Operations Unit (Kelepile, 2015).

IV. Effect of Empowerment on Productivity:

According to Battisti and Iona (2009), it was identified that, moderate degrees of empowering would be a contributory factor to motivate the workforce. It was identified that, empowering work practices are related to greater productivity (Capelli and Neumark, 2001; Siebers and et al., 2008).

V. Effect of Work Environment on Productivity:

According Islam and Shazali, (2006), favorable working environment is one of the significant factor effect on productivity. It was identified that, a favorable working environment, such as working with a good team, having a good boss, and liking the physical surroundings in the workplace, is a contributory factor for motivating the workforce towards higher output (Islam and Shazali, 2006). According to Battisti and Iona (2009) their study could be the basis of formulating favorable working environment in terms of supplying drinking water, tea, lunch and first aid.

VI. Effect of Communication on Productivity:

It was found that, the non-cognitive skills such as communication is also important and seem to have positive relationship to labour productivity among Thai manufacturers (Rukumnuaykita and Pholphirulb, 2016).

C. Mediating Effect of Motivation on the Relationships; Relationship between HRM Functions and Organizational Productivity, Relationship between Organizational Factors and Organizational Productivity

According to Bartol and Martin (1998), motivation is considered as a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal (Njambi, 2014). It was revealed that, the motivation is the strength and course of behavior, these three concepts can be referred to as how hard be the individuals efforts and for how long are they maintained (Elliot and Zahn, 2008). And, motivation is a term that refers to a process that draws, controls, and sustains certain behaviors and also explored that each employee has different needs and desires which means the motivation factors is different from one employee to another (Anne, 1999). According to Ran (2009), motivation is the process that accounts for an individual's passion, direction, and determination of effort toward attaining a goal. According to Suwannathep and et al. (2006) it was identified that, the human resource development process, including motivation effects on the productivity and competitiveness among middle and higher level employees in Thailand. Implementation of the motivational theories successfully over the workers level in a leading apparel manufacturer in Bangladesh, number of resulting benefits return were obtained from the motivated employees, such as the reduction of the rejection rate from 30 % to 5 % and meeting the on time delivery in Bangladesh apparel manufacturing industry (Ahmad S. and et al., 2010). According to Neff (2002), organizational productivity is increased by the employee motivation. Emery and Oertel (2006) revealed that, by identifying the each employee's needs; both extrinsic and intrinsic employee, motivation process can be launched and it will enhance the organizational productivity ultimately. Moreover, higher organizational productivity is significantly affected by the adequate employee motivation in Nigerian workplaces (Robinson, 2004).

As well as, Chew in 2005 identified that, salary and compensation, fringe benefits, training and development, performance appraisal systems, as well as promotion and career advancement are significantly effect on employee motivation and employee retention among the talented cadres in an organization. According to Rao (2005), implementation of incentive scheme motivates

the employees of the company to improve production level, achieve better consumption of raw materials and thus achieve higher productivity. Moreover, it was investigated that, there is a positive relationship between employee motivation and employee productivity of executive employees in western province of Sri Lanka (Jayarathna, 2014). It was revealed that, monetary benefits such as, year-end bonus, emergency subsidies, pensions, holidays and leave have a positive impact on motivation among both executive and non-executive employees in the public sector in Taiwan (Hong and et al, 1995). Moreover, it was identified that, there is a significant relationship between incentive system and employee motivation in manufacturing firms in Nigeria (Solomon and et al, 2012). The higher monetary rewards motivate the higher performances towards the organizational goal achievement (Wickramasinghe and Dharmasiri, 2006). According to Sandeepanie and Ubayachandra (2014) it was found that, there is a strong positive relationship between employee motivation and productivity in Sri Lankan apparel manufacturing industry. As well as, it was identified that, different organizational factors such as feedback, co-workers, task design, supervision and rewards significantly effect on employee motivation in Sri Lankan apparel manufacturing sector (Sandeepanie and Ubayachandra, 2014). According to Ortiz and Tran (2007) interesting work, promotion and growth in the organization, personal loyalty to employees, good working conditions and tactful discipline are the key significant motivational factors for the employee motivational process. According to Al-Aamri (2010), employee motivation delivers long-term benefits in the form of high productivity the employee's motivation has a significant direct impact on organizational productivity and growth in private sector organizations in Malaysia. According to Armstrong (2006) employees, who are motivated, produce a high quality work. Malik and et al (2011) identified that, there is a significant relationship among all factors; employee's performance and motivation towards the organizational effectiveness. According to Malik (2011), as the employees get self-motivated, spontaneously the organizational effectiveness moves in a positive way. There is a positive and direct correlation between motivation and productivity among organization's employees and being careful about fulfilling the motivation factors causes a considerable improvement (Alibakhshi, 2010).

D. Mediating Effect of Personal Factors

It was identified that, HRM has a positive impact on productivity, through employee skills, attitudes, and

behavior in Greek manufacturing sector (Katou and Budhwar, 2015). According to the findings of a cross-sectional, single-respondent empirical study of 52 Japanese multinational corporation subsidiaries in the US and Russia, it was identified that, employee skills, attitudes and behaviors play a mediating role between HR systems and firm outcomes (Park et al, 2003 Siebers and et al., 2008). It was tested whether HRM outcomes such as employee skills, attitudes, and behavior mediate the relationship between HRM and total production, utilizing a production function and a related HRM system (Guest, 2011; Voorde et al., 2012; Katou and Budhwar, 2015). In addition, it was revealed that, the labour productivity of a firm tends to increase if both groups of workers develop different skills (Rukumnuaykita and Pholphirulb, 2016). Behavioral skills, such as social skills, are found to have a statistically significant effect on professional workers in Thai manufacturing sector (Rukumnuaykita and Pholphirulb, 2016). Moreover, it was identified that, the numerical skills and adaptability skill among production workers are found to have a significant impact on an overall improvement of a firm's labour productivity in Thai manufacturing sector (Rukumnuaykita and Pholphirulb, 2016). It was found that, higher degree of skills, favorable working environment and Research and Development (are important inputs to a labor-intensive manufacturing process, which is positively associated with productivity (Islam and Shazali, 2006). Employee involvement in terms of delegation of responsibility and systems of collecting proposals from employees have a positive impact on productivity (Arthur, 1994). It was revealed that, hiring workers who have a higher education has the most impact on an increase in labor productivity, followed by hiring workers with secondary education (Rukumnuaykita and Pholphirulb, 2016). According to the research findings of Shanmugasundaram and Panchanatham (2011), it was suggested that, labour productivity can be improved

by imparting knowledge and skills to the workforce by arranging training programmes with experts both from India and abroad.

IV. DISCUSSION AND CONCLUSION

According to the research findings, effective launch of the HRM functions such as HRP, recruitment and selection, training, remuneration system, system of appraisals, promotion and career advancement, disciplinary management, employee welfare and HRMIS by the HR managers in manufacturing industry enhance the organizational productivity at last. Moreover, Gamage (2005) also identified four HRM practices such as, employee staffing, training and development, performance evaluation and compensation management have positive relations with labor productivity in manufacturing SMEs in Japan.

In addition to that, with the careful handling and effective usage of the organizational factors such as leadership, team working behavior, organizational culture, empowerment, work environment and communication system, ultimately make a bigger contribution in enhancing the organizational productivity. As well as, according to the research findings, there is a significant effect of personal factors such as attitudes, skills, knowledge, behavior, responsibility and interest in enhancing the productivity in manufacturing industry. Moreover, Sandeepanie and Ubayachandra (2014) also identified the personal factors such as, perception of behavior, interest and needs significantly effect on employee motivation in Sri Lankan apparel manufacturing industry. Based on the research findings of the archival method, five key variables were identified. Moreover, key dimensions were identified for each and every key variables as well (Table 4.1).

Table 4.1 Identified main variables and dimensions

Identified Variable	Type	Number of Dimensions Identified	Identified Dimensions
HRM Functions	Independent Variable	09	Human Resource Planning (HRP)
			Recruitment and Selection
			Training
			Remuneration System
			System of Appraisals
			Promotion and Career Advancement
			Disciplinary Management
			Employee Welfare
			Human Resource Management Information Systems (HRMIS)
Organizational factors	Independent Variable	06	Leadership
			Team working behavior
			Organizational culture
			Empowerment
			Work environment
			Communication system
Productivity	Dependent Variable	04	Level of output
			Goal achievement
			Quality of output
			Resource utilization
Motivation	Mediating Variable	04	Behavior of achieving goals
			Persistence & vigor of action
			Fulfillment of extrinsic needs
			Fulfillment of intrinsic needs
Personal Factors	Mediating Variable	06	Attitudes
			Skills
			Knowledge
			Behavior
			Responsibility
			Interest

Based on the research findings of the archival method, the below model (Figure 4.1) was developed for the future development of the research on Dynamics in Productivity

with the intervention of Human Resource Management (HRM) with special reference to the manufacturing industry.

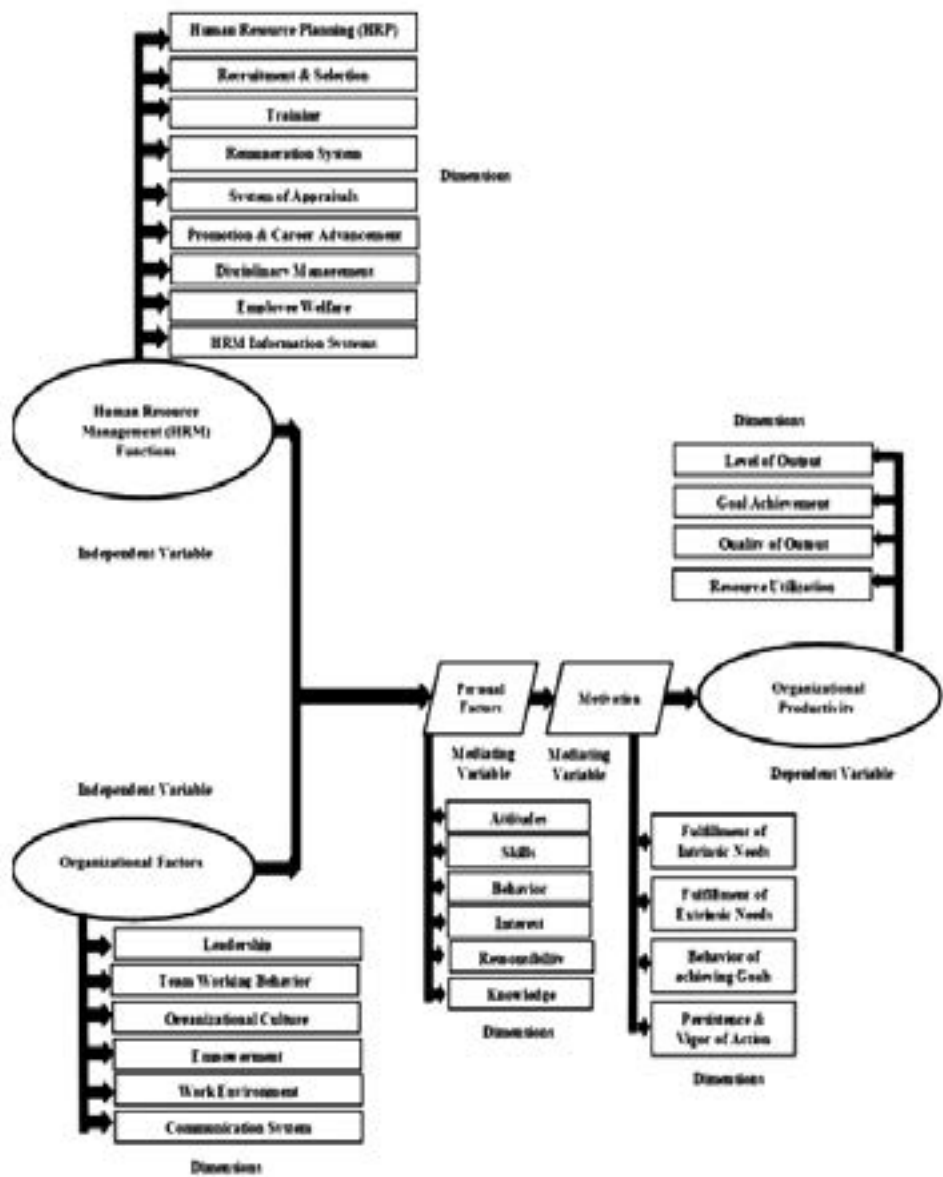


Figure 4.1 The developed Model for the Dynamics in Productivity with the intervention of HRM

This field of research will be a foundation for forthcoming research with respect to the manufacturing industry in Sri Lanka, since there is a significant research gap is identified in the same field. Moreover, this field of research will be a base for future research on dynamics in productivity with the intervention of HRM with respect to the service

industry as well. As well as, this developed conceptual framework will be a foundation for a future comparative study between private and public manufacturing industries in Sri Lanka with respect to the dynamics in productivity with the intervention of HRM.

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