

Role of Organisational Behaviour (OB) to Enhance Productivity in a Public Sector Enterprise

I. K. Javed^a, M. Jahanzaib^b, A. Wasim^{*} and H. Salman^c

Department of Industrial Engineering, University of Engineering and Technology Taxila,
Pakistan.

^ajaved.khan@uettaxila.edu.pk, ^bjahan.zaib@uettaxila.edu.pk, ^{*}wasim.ahmad@uettaxila.edu.pk,
^csalman.hussain@uettaxila.edu.pk

Abstract – Low productivity in manufacturing setups is traceable to poor employee performance, employee absenteeism, low turnover and motivation. This research aims to explore the relationship of motivation, absenteeism and employees' turnover to the labour productivity in public sector enterprises. The data for this study was collected in two stages. Firstly, the data from lower employees was collected followed by data collection from the staff and officers in second stage. A total number of 300 participants contributed in this research. Data was found normally distributed and therefore Pearson correlation and regression analysis were used for analysis. The survey results indicate that motivation has strong positive relationship with the labour productivity while absenteeism and employee turnover have negative associations to the labour productivity. Furthermore, motivation has negative association with employee turnover and absenteeism. The study also concludes that absenteeism and turnover has positive association. In addition to survey, guidelines have been developed to enhance labour productivity in public enterprises. **Copyright** © 2016 Penerbit Akademia Baru - All rights reserved.

Keywords: Organizational behaviour, motivation, absenteeism, turnover, labour productivity, organizational performance

1.0 INTRODUCTION

In today's competitive worldwide business environment, the prime interest of large and small enterprises is to enhance labour productivity with its limited resources in connection with organizational productivity as product, services innovations and market performance. Global enterprises always acknowledge the dynamics of global dimensions and associated risks with scarce resources, and therefore put their effort to enhance productivity. Productivity, as defined by the International Labour Organization [1] is the effective and efficient utilization of all resources, capital, labour, material, information and time. Bojke, et al. [2] also agree that productivity is the efficacy through which inputs are converted for obtaining the desired output.

The Role of Organisational Behaviour (OB) in terms of motivation, turnover of employees and absenteeism is vital to enhance productivity in a public as well as in private sector enterprises. Improving the employees' motivation along with productivity is always a difficult job for managers and all other stakeholders. The success and effectiveness of any organization is directly linked with the employees' motivation level. Motivational theories suggest that motivated employees tend to be more creative, loyal, productive and committed to their

employers as well as their tasks. The efficiency and effectiveness of an organization to a large extent is therefore dependent on employee absenteeism, turnover, motivation, commitment, job satisfaction and skills [3]. OB is the driving force to pursue these elements and trigger employee's emotional response in organization to perform. Human resource professionals in the organizations are well aware of the importance of this issue and many research works has been carried out on these factors in the world.

The selected Public Sector Enterprises in Pakistan is facing problem of low labour productivity in its various units that has declined its overall performance by giving low quality, loss of material & time, high maintenance cost, and labour loss. All these in turn have strongly affected the final cost of the products and the achievement of targets both for local and export orders. With such a high cost and failure in targets achievements within stipulated time period, survival in local as well as international market is not possible. The issue of frequent break downs simultaneously at all units points to a matter other than a technical issue. The matter is therefore required to be analysed and diagnosed for finding the root cause in the light of the theories of organizational behaviour for employees to perform at their best and achieve optimal business results at all times. The aims of this study is to explore and analyse the role of organisational behaviour in enhancing the productivity and to evaluate "how variables of motivation, turnover and absenteeism have influence on the labour productivity in public sector enterprise" and to develop guide lines that will make an effective use of OB tools for enhancing productivity. This research seeks to answer the following research questions:

1. How motivation, turnover and absenteeism have influence over labour productivity.
2. How much impact has motivation, turn over and absenteeism over the labour productivity.
3. How motivation have relationship with employee turnover and absenteeism.
4. How much impact has motivation on employee turnover and absenteeism.

Results of the study will support the formulation of effective managerial strategies which would help to improve the working environment for highly motivated employee, and for achieving the in time organizational goals and objectives. The results will also be helpful to the human resource department at the public sector enterprise and other public and private organizations to enhance their productivity.

2.0 LITERATURE REVIEW

Countries, which are continuously increasing productivity, can gain high standards of living and competitive advantage in prices. In the view of this fact goods and services produced with higher productive workers can be offered to the market at lower cost without losing high wages. There is also clear experiential evidence that higher productivity is strongly related with higher labour reward [1]. If goods and services are sold at a competitive cost then their demand tends to increase and greater market share is expected. Similarly high wages motivate majority of workers to increase their interest and participation in the labour market [4]. The sustainable development in the public sector has been on proficient and effective ways of structuring and executing public planes to attain desired outcomes. However in recent period, the public sector has become saddled with troubles of low productivity in consequence of organizational behaviour [5].

Organizational behaviour (OB) is a field of learning which influence the behaviour of people within organizations. Behaviour refers to actions and deeds of the people what they do in the

organization, understanding their emotions and attitudes and knowing about the activities that how they do [6]. OB considers the influence of individuals, teams, groups and organization structure to explore how an organization achieves its desired results. OB is explained frequently on the topics such as absenteeism, turnover, productivity, motivation and working in groups [7]. OB explores the role of individuals, teams and structures and its impact on the organization for the objective of applying such knowledge to improve the productivity of enterprise and organisational effectiveness [8]. OB is related to people how they perform in an enterprise and the way they think about various outcomes of the enterprise.

Enterprise environment is viewed as common beliefs, norms, traditions and values within an enterprise that assist to formulate the behavioural model of workforce [9]. Other researchers such as Martins and Terblanche [10] define culture as a deeply linked with values, norms and beliefs developed by personnel in an enterprise. Enterprise environment is associated with the workers values, traditions, stories, beliefs, rules, procedures and regulations established by the organization. Therefore, an enterprise environment is deliberate coordinated system where distinctions of persons, teams and enterprise interact between them depends on enterprise culture that leads the worker performance [11]. Adeniji [12] explained that enterprise culture also leads to high performance if explored deeply. In other words, enterprise culture is explained as how the workers have thoughts regarding the environment of the enterprise. For the advancement of an enterprise, it is important to make worker's relations better as workers have important role in the enterprise. With fast pace of the scenarios in this global business, enterprises are required to be very smarter, professional, creative and innovative. Enterprise will flourish a good working environment and enterprise climate if their workers feel relax to exert high efforts to exhibit positive behaviours [13].

Productivity is a dependent variable of OB that entail a relation of the both effectiveness and the efficiency [8]. Efficiency is related to the effort or resources required to attain a goal and objectives with minimum input to maximum outputs. Productivity and efficiency are interrelated when measuring the productivity of individuals, groups, teams or organizations [14]. Productivity is more important and is significant for a company's survival [8]. Menze [15] define productivity as the employee's knowledge, skills and capability to produce standards goods and services as the international demands to the customers expected level of standards developed by the enterprises, or more than the standards. In economic term, productivity is the real output per unit of labour [16]. Labour productivity is significant for the affluence of enterprise and the security of the labours and their relatives [17]. Workers productivity plays a significant role in giving success to any enterprise. Workers productivity usually decreased due to increasing complexity in technology [18].

Counterproductive behaviour broadly explained as extra activities that are harmful for enterprises goals and loss to the enterprises by directly influencing its performance and hiring excellent workers in the way they decrease their effectiveness and efficiency [19]. Counterproductive behaviours are classified on the basis of different argues in the literature including theft, wrong use of information, miss use of resources and wastage of time, absenteeism, low standard work, wrong physical activities, lateness on the job, and rude activities with colleagues. Counterproductive behaviours result in increase of organizational costs, and low level of dedication, loyalty and outcomes. On the other words, it results in late arrival on job, absenteeism and worker turnover to other enterprises [20].

Absenteeism is another dependent variable of OB that is associated with individuals keeping absent themselves from the assignment and job place without any information to the supervisor.

An enterprise having very low level of absenteeism restrains high productive unit with highly motivated employees [14]. Absenteeism is an unprepared activity that threatens the enterprise to fall in risk, leads towards disturbance of the daily process, and ultimately results in high losses to enterprise performance [21, 22]. Absenteeism indicates an issue for the Government sector enterprises of many developing countries. Data states that government sector employees avail more sick leaves as compared to the employees of private sector enterprises [23]. Under-trained manager or supervisors are also reasons of absenteeism [24]. Absenteeism has gained increasing awareness in current years mainly because of its costly nature for the individual, enterprise and the society [25]. Barsmase and shukla [26] identified that lower level workers make higher absenteeism. Factors such as sickness, family issues, family and work conflict, personal matters, economic pressure, lack of inspiration, transport problems and age factor effect on morale, presence at workplace and productivity [27, 28].

Turnover is also a dependent variable of OB that has a negative impact on productivity [29, 30]. Worker turnover is also expensive as it accounts various cost to bear such as management of recruiting, expense of covering for the period in which a post is remained vacant and expenses of training for the new workers [31]. Poor management is main reason for job switch over. Workers satisfied with jobs mostly prefer to stay in an enterprise even if they gain more benefits in other enterprises [29]. Losing important employees can result in the failure of enterprise and loss in confidence of the investors [31]. Turnover is significant for enterprise effectiveness and efficiency. Turnover assists strategic planning, forecasting, and control on vulnerable resources [32]. Huselid [33] found a negative relationship between turnover and productivity and corporate financial performance. Similar results were identified by Tariq et al. [34].

Motivation leads to growth in productivity efficiently and effectively [35, 36, 37]. Other advantages include decline in lateness and absenteeism; minimization in opposition to changes as being influenced for the excellence of the enterprise; development of relations between employees, and between employees and management; reduction in accidents at the job place; elimination of objections and grievances in enterprise; and support for other employees by stimulated workers. It is significant to remember that motivation only does not give assurance for high outcomes and greater productivity. Work motivation is inversely related to employee turnover intentions i.e. low employee turnover shows considerable increase in enterprise productivity and performance [38].

3.0 RESEARCH METHODOLOGY

Employees of a public sector enterprise in Pakistan are the respondents of this research study. Data was collected from staff, officers and lower level employees. A total number of 300 participants contributed in this research in two stages. Firstly 275 questionnaires were randomly distributed to the lower level employees. Since majority of lower level employees were not able to understand English, therefore all items of the questionnaire were translated in local language to understand clear meaning of the items and to get the accuracy in responses of the employees. 255 filled questionnaires were returned by the respondents, whereas 20 employees showed reluctance to give answers. Out of 255 questionnaires, 5 questionnaires were incomplete and therefore excluded from the study. The education level of respondents was varying between matriculate to master degree level. The duration of their working in the organization was a minimum of 5 to maximum of 40 years. All of the respondents were lower level employees and most of them were male. In second stage, data was collected from staff

and officers. A total of 50 questionnaires were distributed indiscriminately among the staff and officers of the same enterprise. After number of reminders, completely filled questionnaires were received from all persons.

This research study explores the following research hypothesis that is based on the variables of the organisational behaviour duly extracted from the hypothetical model. These hypotheses include:

- H1: There is positive impact of motivation on employee productivity
- H2: There is negative relationship between employee turnover and labour Productivity
- H3: There is negative relationship between absenteeism and labour productivity
- H4: There is negative impact of motivation on employee turnover
- H5: There is negative impact of motivation on employee absenteeism
- H6: There is positive impact of employee turnover on employee absenteeism

The questionnaire included 33 questions for measurement of employees' motivational level, employee turnover, absenteeism and labour productivity. Likert-Scale of 5 points ranging from 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree or neutral, 4 = agree, and 5 = strongly agree was adopted for measurement of the responses of employees, staff and officers. SPSS-20 was used for analysis of collected data. Since data was normally distributed, therefore Pearson correlation was used to explore the associations of independent and dependent variables. In addition, regression analysis was used to investigate the impact of motivation, employee turnover and absenteeism on labour productivity. Figure 1 exhibits the OB model for enhancing productivity which constitutes the conceptual framework of this study. The conceptual framework of this study includes the impact of three areas including employees turnover, absenteeism and motivation on labour productivity as described earlier.

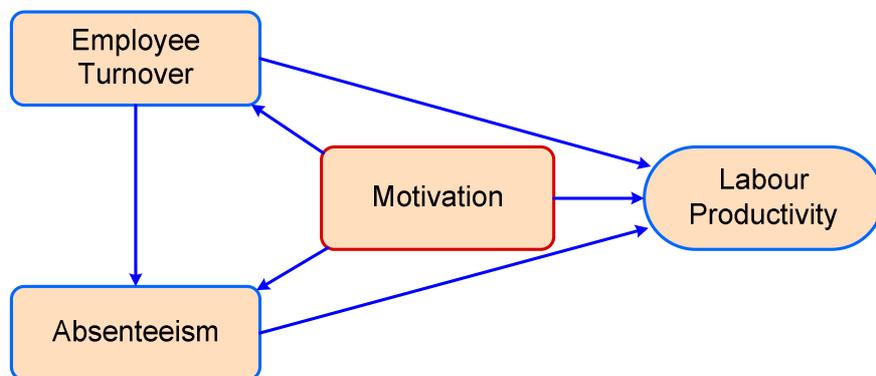


Figure 1: OB model for enhancing productivity – Hypothetical model

4.0 DATA ANALYSIS AND INTERPRETATION

The reliability of instrument used for this study was measured by Cronbach alpha or reliability coefficients. The overall reliability for the variables is tabulated in Table 1.

The above tabulated data clearly reveals that the reliability test carried out for different variables is pretty much consistent and the items are closely related. The descriptive analysis of the surveyed data of both sections, the labour and the supervisors, (Table 2) distinctively shows that standard deviation is less than 1, which implicates that the data is normally distributed. According to Kozlowski and Klein [11] Pearson Correlation test is best to apply

for analysis of a data which is normally distributed having range of standard deviation 0 to 1. Pearson correlation test has therefore been used to identify the relationship of the studied variables. It can be explained by the descriptive analysis that motivation, which is emphasized by the management for lower level employees in the organization, varies from 2.11 to 4.44 with a mean of 3.1676 and having standard deviation of 0.641. Employee's turnover varies from 1.00 to 3.63 with mean of 1.8755 and standard deviation of 0.4093, absenteeism varies from 1.00 to 3.56 with mean of 1.88 and similarly labour productivity ranges from 2.43 to 4.14 with a mean of 3.391 and having standard deviation of 0.461 and similarly the second section of the descriptive analysis which is supervisors/officers data is also normally distributed.

Table 1: variables with Cronbach alpha value

Data Type	S.No.	Variables	Cronbach's alpha
Labours	1	Motivation and Labour Productivity	.804
	2	Employee Turnover and Labour Productivity	.619
	3	Absenteeism and Labour Productivity	.599
	4	Motivation and Employee Turnover	.674
	5	Motivation and Absenteeism	.669
	6	Absenteeism and Employee Turnover	.762
Supervisors	1	Motivation and Labour Productivity	.859
	2	Employee Turnover and Labour Productivity	.650
	3	Absenteeism and Labour Productivity	.663
	4	Motivation and Employee Turnover	.868
	5	Motivation and Absenteeism	.877
	6	Absenteeism and Employee Turnover	.924

Table 2: Descriptive Statistics

Data Type	Variables	Minimum	Maximum	Mean	Std. Deviation
Labours	Mean of motivation	2.11	4.44	3.1676	.64059
	Mean of employee turnover	1.00	3.63	1.8755	.40925
	Mean of absenteeism	1.00	3.56	1.8787	.32823
	Mean of labour productivity	2.43	4.14	3.3909	.46079
Supervisor / Officers	Mean of motivation	1.67	4.22	3.2978	.71532
	Mean of employee turnover	1.13	3.50	2.0500	.57753
	Mean of absenteeism	1.22	3.44	1.9533	.46931
	Mean of labour productivity	1.57	4.14	3.4686	.52591

Since the data is normally distributed therefore Pearson Correlation was used for identification of the relationship between two variables of dependent and independent nature. In this research survey dependent variable, labour productivity was evaluated by the workers self-evaluation. For the countercheck the labour productivity was also measured by the supervisors and officers. The positive correlation value shows that the stronger relation exists between the dependent and independent variables; whereas the negative correlation represents a weak relation between dependent and independent variables. As in the correlation table (Table 3) there is no statistically significant association between the motivation and labour productivity and it was not un-expected. Result is important as it adds value to the literature of motivation and labour

productivity. The Pearson correlation coefficient (r) value for the motivation and labour productivity is 0.709 for labour data and 0.789 for supervisor data and statistically no significant at 0.001. Correlation coefficient (r) value for the employees' turn over and labour productivity is -0.230 & -0.551 which statistically no significant at 0.001. This shows that there is negative relationship between turnover and labour productivity. Correlation Coefficient (r) value for the absenteeism and labour productivity is -0.238 and -0.635 for labour and supervisor data respectively. By both type of the data it is indicated that there is a negative association between absenteeism and labour productivity. Correlation coefficient (r) value for the absenteeism and labour productivity is -0.235 and -0.652 for labour and supervisor data respectively which shows that there is negative relationship between motivation and absenteeism. Correlation coefficient (r) value for the motivation and employee turnover is -0.297 and -0.658 for labour and supervisor data respectively this indicates that there is negative relationship between motivation and employee turnover. Finally, Correlation Coefficient (r) value for the absenteeism and employee turnover is 0.630 and 0.878 for labour and supervisor data respectively which indicates that there is positive relationship between absenteeism and employee turnover.

Table 3: Correlation

Data Type	Study Variables	Motivation	Employee turnover	Absenteeism
Labours	Employee turnover	-.297(**)		
	Absenteeism	-.235(**)	.630(**)	
	Labour productivity	.709(**)	-.230(**)	-.238(**)
Supervisor / Officers	Employee turnover	-.658**		
	Absenteeism	-.652**	.878**	
	Labour productivity	.789**	-.551**	-.635**

** Correlation is significant at the 0.01 level (2-tailed).

The value of R and R^2 is obtained from the model summary of the hypothetical model. The values of F have been extracted from ANOVA Table of the regression analysis (Table 4). Analysis of variance (ANOVA) or F statistic is a collection of statistical models used in order to analyse the differences between group means and their associated procedures. Finally the values of b_0 and b_1 are taken from the regression model coefficients table. In the table for hypothesis 1, R has a value of 0.709 for labour data and 0.789 of supervisor's data for the independent variable of Motivation which indicate the simple correlation of motivation and labour productivity. The value of R^2 is 0.503 and 0.623 for labour and supervisor data respectively, which represents that motivation accounts 50.3% to 62.3% of the variation in the labour productivity. This shows that there are also some other factors that accounts this variation. Model as motivation can represent 50.30 % to 62.3% which states that 37.7% to 49.70 % could not be represented by the motivation alone. In the table, b_0 is the Y-intercept and its worth is the value b . Hence Y-intercept (b_0) value is 1.775, 1.555 for labour and supervisor respectively that explains when the management emphasis on the motivation is zero, the labour productivity may be 1.775 or 1.555. The slope of the regression line is represented as b_1 and the value of b_1 is 0.510 and 0.580. This value is important and it is helpful in the description as change in the outcome i.e., dependent variable is associated with unit change in the predictor as independent variable. It can be stated that when the management emphasises on the motivation by one unit obviously there will be 0.510 to 0.580 i.e. 62.3% extra labour productivity.

Table 4: Regression Analysis

S.N O	HYPOTHESIS	DATA TYPE	R	R2	F	B0	B1
1	Motivation and Labour Productivity	Labour	.709	.503	251.152	1.775	.510
		Supervisor	.789	.623	79.250	1.555	.580
2	Employee Turnover and productivity	Labour	.230	.053	13.801	3.876	-.259
		Supervisor	.551	.304	20.975	4.498	-.502
3	Absenteeism and labour productivity	Labour	.238	.057	14.914	4.019	-.334
		Supervisor	.635	.404	32.500	4.859	-.712
4	Motivation and Absenteeism	Labour	.235	.055	14.488	2.260	-.120
		Supervisor	.652	.425	35.490	3.364	-.428
5	Motivation and Employee turn over	Labour	.297	.088	24.015	2.477	-.190
		Supervisor	.658a	.433	36.727	3.803	-.532
6	Absenteeism and Employee turnover	Labour	.630	.397	163.540	.930	.506
		Supervisor	.878a	.771	161.203	491	.713

Hence from the above table, all the alternate hypotheses are accepted while the null hypotheses are rejected. Briefly it is has been statistically proven that there is positive impact of motivation on employee productivity which is in parallel to the study of Stefan [8]. Negative relationship between employee turnover and labour productivity is in accordance to the study of Moghimi et al. [39]. Positive relation between employee turnover and absenteeism strengthens the view of George [40]. Negative relationship between absenteeism and labour productivity are found similar to the meta-analysis of Darr and Johns [41]. A negative relationship was obtained to motivation for employee turnover and absenteeism as studied by [32, 42].

The comprehensive foregoing results explain the findings of the study survey and add support to the existing literature about the motivation, absenteeism, employee turnover and labour productivity. Results are also important in a way as they explain that these variables may be applied to the organization to increase labour productivity in the public sector organization. Results obtained as a result of the staff and officers survey also verify the factualness of the data obtained from the lower level employee. Both the results indicate no statistical significant associations between any of the score on the motivation, employee's turnover, absenteeism and labour productivity. By the detailed analysis, this study explains that how motivation increases labour productivity, decreases turn over and absenteeism rate and explains the lower rate of employee turnover the lower will be absenteeism rate.

5.0 CONCLUSION

Management of the selected public sector needs to be aware of the importance of the variables of organizational behaviour for the survival and growth of the enterprises in global market place. This research finds after detailed literature review and hypotheses analysis that:

- If the management emphasize on the motivation of their employees they will get higher labour productivity and will have greater market share.
- If the management focus to reduce employee turnover they can achieve higher labour productivity.

- If the leaders of the public sector enterprises reduce their employee turnover they will also be able to reduce absenteeism rate and will have high labour productivity.

The basic objective of this research work was to evaluate the role of OB to enhance productivity in a public sector enterprise. The most clear and major findings rising from this research study is the obvious sign of low motivation.

In short, the authors would argue that the long term survival of any enterprise depends mainly on the motivation of its workers by tangible or intangible means. For this purpose the enterprise may undertake workers surveys in order to know what they expect from their present job. The result of such studies conducted could prove beneficial for the enterprise to a great extent, because knowing what their workers wants and efforts in meeting desires facilitate a mutual working relations for both the workers and their supervisors.

The leave rules are mostly fixed in public sector enterprises and in case of any emergency leaves are provided without any delay. But some workers are not satisfied with the leave rules. The worker's participation in decision making process is less which needs consideration. The absenteeism is less as most of the employees and workers belong to the local area only. The management also thinks that absenteeism has a great impact on the achievement of organizational goals and productivity. At last all these factors help in reduction in absenteeism and the fulfilment of the organizational goals and increase in productivity.

Based on the findings and the conclusions thus drawn the following model (Figure 2) has been developed that fully support the role of different variables of organisational behaviour (OB) to enhance labour productivity in a public sector enterprise.

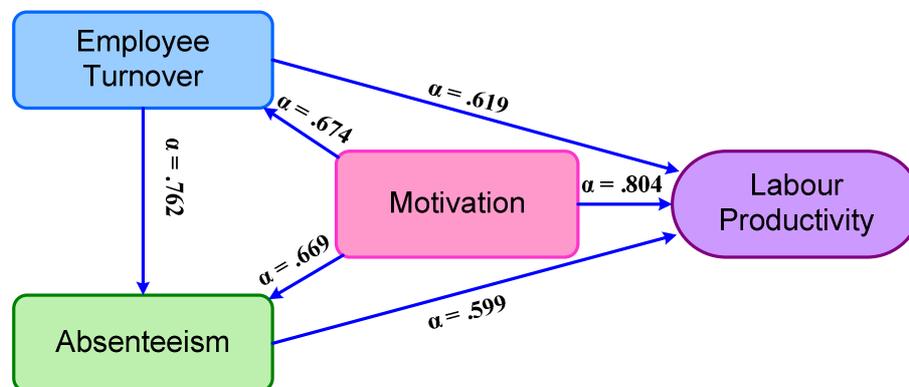


Figure 2: Developed Model of OB for Enhancing Labour Productivity

Strategies to enhance productivity. Management should increase motivational level of employees; reduce the employee turnover and absenteeism to increase productivity. Following are some general guidelines that are formulated and recommended to enhance labour productivity in public enterprise in Pakistan.

1. Establish procedures for improvement and justification for its necessity.
2. Develop a suitable productivity measures and a relevant measuring procedure.
3. Evaluate the present level of productivity by developing productivity plans.
4. Identify the main elements influencing the productivity measuring system.
5. Establish well trained teams for productivity improvement.
6. Find innovative methods to improve productivity.

7. Encourage independence, work on career planning, employee education, learning and development and innovations.
8. Communicate openly, honestly and share information by developing open communication system.
9. Ask, listen and then lower the difference between the desired and real situations.
10. Encourage employees to increase their feelings of importance, satisfaction and usefulness for the organization.
11. Appreciate employees' work and performance and secure their need for future security and recognition.
12. Compensate and remunerate equally but in the context of performance.
13. Encourage friendship and good relationships and work on organizational climate and open culture.
14. Share the vision of the management team and allow the strategy to spread to all parts of the organization.
15. Focus on recruitment and people's expectations, hire the right people in the right places and treat them with respect.
16. Leave rules may be reviewed and reward system to be devised for punctual employees along with benefits for rest and recreation.

REFERENCES

- [1] ILO. World Employment Report 2004-05, Employment Reduction, Productivity and Poverty Reduction, Geneva: ILO, 2005.
- [2] Bojke, Chris, Adriana Castelli, Rosalind Goudie, Andrew Street, and Padraic Ward. Productivity of the English National Health Service 2003-4 to 2009-10. No. 076cherp. 2012.
- [3] CAMPUS, STUDIES-WA. "The Role of Motivation on Employee Performance In The Public Sector: A Case Study Of The University For Development." PhD diss., Nkrumah University, 2011.
- [4] Manshor, R., M. S. Muda, A. M. M. Salleh, F. Z. A. Razak, and A. B. Kamaazura. "Assessing the Effects of Organizational Justice on Organizational Commitment in Malaysia's SME Sector."
- [5] Etekpe, Ambily. "Challenges and Prospects of Enhancing Productivity for Sustainable Development in the Public Sector: The Case of Bayelsa State, Nigeria." *Journal of economics* 3, no. 2 (2012): 109-122.
- [6] Ahmad, Zulfqar, Liaqat Ali, and Nazir Ahmad. "Organizational climate: A study of pharmaceutical industry in Pakistan." *African Journal of Business Management* 6, no. 49 (2012): 11880.
- [7] Hellriegel, D., and Slocum, J. M. *Organizational Behavior*. South- Western, U.S.A, 2007.
- [8] Stefan, I. "Organizational Behavior." Available at:
<https://www.coursehero.com/file/11009757/Organisational-Behaviour-by-Prof-Stefan-Ivanko2013/>, accessed on 18th April 2016.

- [9] Huckman, Robert S., and Jason Barro. Cohort turnover and productivity: the July phenomenon in teaching hospitals. No. w11182. National Bureau of Economic Research, 2005.
- [10] Martins, E. C., and Fransie Terblanche. "Building organisational culture that stimulates creativity and innovation." *European journal of innovation management* 6, no. 1 (2003): 64-74.
- [11] Kozlowski, Steve WJ, and Katherine J. Klein. "A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes." (2000).
- [12] Adeniji, Anthonia Adenike. "Organizational climate as a predictor of employee job satisfaction: evidence from Covenant University." *Business intelligence journal* 4, no. 1 (2011): 151-166.
- [13] Choudhury, Gitali. "The dynamics of organizational climate: An exploration." *Management Insight* 7, no. 2 (2012).
- [14] Altenburg, Tilman, and Ute Eckhardt. "Productivity enhancement and equitable development: challenges for SME development." Vienna: UNIDO (2006).
- [15] Menze, Menyezwa Nozizwe Mandu. "The impact of stress on productivity of employees at the education training and development practices: Sector education and training authority." PhD diss., University of Pretoria, 2006.
- [16] Skoczylas, Les, and Bruno Tissot. "Revisiting recent productivity developments across OECD countries." (2005).
- [17] Nayak, Satya Ranjan, Sudhakar Patra, and Madhusmita Samal. "Motivational factors influencing labour productivity in the handicrafts & cottage industries of Odisha, India."
- [18] Khan, Ahsan Ali, and Sadia Ajmal. "Role of Management in Motivating Labor to Improve Labor Productivity." *Journal of Advanced Management Science* 3, no. 3 (2015).
- [19] Klotz, Anthony C., and M. Ronald Buckley. "A historical perspective of counterproductive work behavior targeting the organization." *Journal of management history* 19, no. 1 (2013): 114-132.
- [20] Brooks, Gordon. "Misbehavior, its dimensions, and relationship to commitment in organizations." *Advances in Industrial & Labor Relations* 19, (2012): 237-257.
- [21] Tiwari, Usha. "Impact of absenteeism and labour turnover on organisational performance at ITI, Nani, Allahabad, India", *Abhinav National Monthly Refereed Journal of Research in Commerce and Management* 3, no. 10 (2014): 9-15.
- [22] Kaur, Ms Risham Preet, and Mrs Poonam Gautam Sharma. "Stress Management in the Banking Sector." *Imperial Journal of Interdisciplinary Research* 2, no. 3 (2016): 113-117.
- [23] Barmby, Tim A., Marco G. Ercolani, and John G. Treble. "Sickness absence: an international comparison." *The Economic Journal* 112, no. 480 (2002): F315-F331.

- [24] Vijayalatha, S. and Brindha, G. "A study on employee absenteeism." *International Journal of Advance and Innovative Research* 1, no. 1 (2014): 32-37.
- [25] Pfeifer, Harald. *Absenteeism in Apprenticeships: What Role Do Works Councils Play?*. No. 0098. University of Zurich, Institute for Strategy and Business Economics (ISU), 2014.
- [26] Barmase, Rajshree, and Shukla, H. "A study of employee absenteeism in Hare Ram cotton mill of Chhindwara." *SVIM e-Journal of Applied Management* 1, no. 1 (2013): 50-63.
- [27] Mehmet, C., Ann Galligan Kelley, Krystal M. Mitchell, and Margaret P. Ruggieri. "Absenteeism Problems And Costs: Causes, Effects And Cures." *International business and economics Rresearch journal (IBER)* 8, no. 5 (2011): 81-88.
- [28] Abhinav, Patel, Sanjay, Thakkar. "A study on factor affecting absenteeism in pharmaceutical industry in Gujarat." *Global Journal for Research Analysis* 3, no. 9 (2014): 71-73.
- [29] Carsten, Jeanne M., and Paul E. Spector. "Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model." *Journal of Applied Psychology* 72, no. 3 (1987): 374.
- [30] Garg, Shikha. "Workplace Motivation: an Effective Tool." *International Journal of Scientific Research* 5, no. 3 (2016).
- [31] Halepota, Hassan Ali. "Motivational theories and their application in construction." *Cost Engineering* 47, no. 3 (2005): 14-18.
- [32] Mullins, Laurie J. *Management and organisational behaviour*. Pearson education, 2007.
- [33] Huselid, Mark A. "The impact of human resource management practices on turnover, productivity, and corporate financial performance." *Academy of Management Journal* 38, no. 3 (1995): 635-672.
- [34] Tariq, Muhammad Naeem, Muhammad Ramzan, and Aisha Riaz. "The impact of employee turnover on the efficiency of the organization." *Interdisciplinary Journal of Contemporary Research in Business* 4, no. 9 (2013): 70-711.
- [35] Robbins, P.S. *Organizational Behavior* (9th ed) New Jersey: Prentice Hall, 2001.
- [36] Gordon, J.R. *Organizational Behavior: A Diagnostic Approach* (7th.ed.) Upper Saddle River, N.J: Pearson Education, 2001.
- [37] Funso, Afuye, Letema Sammy, and Munala Gerryshom. "Impact of Motivation on Productivity of Craftsmen in Construction Firms in Lagos, Nigeria." *International Journal of Economics and Finance* 8, no. 4 (2016): 271-276.
- [38] Elizabeth Medina, *Job Satisfaction and Employee Turnover Intention*. Available at: <http://static1.1.sqspcdn.com/static/f/1528810/23319899/1376576545493/Medina+Elizabeth.pdf>. Columbia University, Masters of Arts (2012).

- [39] Moghimi, Solmaz, and Indra Devi Subramaniam. "Employees' creative behavior: The role of organizational climate in Malaysian SMEs." *International Journal of Business and Management* 8, no. 5 (2013): 1-12.
- [40] George, Jennifer M., Gareth R. Jones, and William C. Sharbrough. *Understanding and managing organizational behavior*. Reading, MA: Addison-Wesley, 1996.
- [41] Darr, Wendy, and Gary Johns. "Work strain, health, and absenteeism: a meta-analysis." *Journal of Occupational Health Psychology* 13, no. 4 (2008): 293-318.
- [42] Stýblo, J. *Management a lidé ve firmě*. Praha: EUPRESS, 2008.

Appendix

Research Questionnaire - I

This questionnaire is solely designed for research purpose. Everybody is requested to fill up the questionnaire honestly without any bias so that I may be able to complete my research project on factual data.

Name (optional): _____

Age:	_____	Education Level:	_____
Designation:	_____	Total service:	_____

Please indicate your response against each question by circling the appropriate no. of your response:
 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.

• MOTIVATION						
1	You receive reasonable periodical increase in the salary	1	2	3	4	5
2	You have influence over the organizational objectives	1	2	3	4	5
3	Your job is secure	1	2	3	4	5
4	You have good relationship with your supervisor	1	2	3	4	5
5	Your work gives you a feeling of personal accomplishment.	1	2	3	4	5
6	You are satisfied with the medical facilities provided by the organization	1	2	3	4	5
7	You participate in deciding your goals and objectives	1	2	3	4	5
8	You have been provided with the opportunity to upgrade yourself and learn new skills	1	2	3	4	5
9	It is important that others appreciate the work you do	1	2	3	4	5
• EMPLOYEE TURN OVER						
10	You would be very happy to spend the rest of your career in this organization	1	2	3	4	5
11	It would be very hard for you to leave your organization right now even if you wanted to leave	1	2	3	4	5
12	You believe that you have too few options to consider leaving this organization	1	2	3	4	5
13	You feel your future career is good in this organization	1	2	3	4	5
14	You are satisfied with the behaviour of the top management	1	2	3	4	5
15	You receive a reasonable salary package	1	2	3	4	5
16	You are satisfied with the promotion criteria	1	2	3	4	5
17	This organization is a best place for you to work	1	2	3	4	5
• ABSENTEEISM						
18	You are comfortable with leave facility provided by the organization	1	2	3	4	5
19	You give advance notice when unable to come to work.	1	2	3	4	5
20	You are comfortable with present nature of duty.	1	2	3	4	5
21	You are comfortable with the duty timings	1	2	3	4	5
22	Working conditions force you to go on leave	1	2	3	4	5
23	You feel good about the grievance handling of the organization.	1	2	3	4	5
24	You are provided with friendly working environment	1	2	3	4	5
25	You always feel under stress due to work load	1	2	3	4	5
26	The attitude of you supervisor force you to leave your place of duty	1	2	3	4	5

• LABOUR PRODUCTIVITY						
27	You achieve the target quotas and goals timely	1	2	3	4	5
28	You finish given task earlier than scheduled	1	2	3	4	5
29	You concentrate all your efforts in order to finish given tasks	1	2	3	4	5
30	You perform task given to you accurately and perfectly	1	2	3	4	5
31	You actively look for ways to improve the flow of your work and the way that you approach tasks.	1	2	3	4	5
32	You believe that you achieve above the targets set by the organization.	1	2	3	4	5
33	You exert high efforts for the various outcomes	1	2	3	4	5

Signature: _____

Thank you for your valuable time and responses

Research Questionnaire - II

This questionnaire is solely designed for research purpose. Everybody is requested to fill up the questionnaire honestly without any bias so that I may be able to complete my research project on factual data.

Name (optional): _____

Age:	_____	Education Level:	_____
Designation:	_____	Total service:	_____

Please indicate your response against each question by circling the appropriate no. of your response:

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.

• LABOUR PRODUCTIVITY						
27	Your subordinates achieve the target quotas and goals timely	1	2	3	4	5
28	Your subordinates finish given task earlier than scheduled	1	2	3	4	5
29	Your subordinates concentrate all your efforts in order to finish given tasks	1	2	3	4	5
30	Your subordinates perform task given to you accurately and perfectly	1	2	3	4	5
31	Your subordinates actively look for ways to improve the flow of your work and the way that you approach tasks.	1	2	3	4	5
32	Your subordinates believe that you achieve above the targets set by the organization.	1	2	3	4	5
33	Your subordinates exert high efforts for the various outcomes	1	2	3	4	5