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# A Study on the Impact of Employee Productivity for Organizational Excellence

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**ABSTRACT:** The greatest assets of any organization are its human resource and many resources are spent by organizations in building the capacities of their employees. According to Moullem and Analoui (2014), human resource capability will equip employees to achieve organizational goals and objectives. The main goal of Employee Productivity is to help the organization achieve its mission and business goals (Pinnington & Edwards, 2000). Goodly (2008), Empowering others in leadership improvement.

Empowerment has become a significant topic in management in recent years. Due to management encouragement and employees, freedom in work are able to apply the full potential and ability to carry out the overall aims of the organization

Human resources or a person at work is the most important component of the undertaking. Management cannot afford to ignore human resources at any cost. Management is the process of efficiently getting activities completed with and through other people. The management process includes planning. Organizing, leading, and controlling activities take place to accomplish objectives. This study examines the impact of employee productivity for organisational excellence. To accomplish this purpose, the primary data was collected using questionnaires. The collected data was analyzed using SPSS. The results indicated that work engagement had a significant positive effect on employee productivity.

**KEYWORDS:** Productivity, Empowerment, Performance, organizational excellence

## I. INTRODUCTION

Productivity is various measures for the efficiency of production which in turn results in the contribution of serving some purpose to the organization. Sometimes employee productivity is mentioned as workforce productivity which is an assessment of the efficiency of the workforce. It can be evaluated in terms of output in a given period of time.

Measuring employee productivity will lead to finding out how efficient the employees are for a task or project. This will be useful to determine the number of employees needed for the project. Productivity is the main driver of progress in the organization. A lagging productivity indicator will lead to problems in collaboration, work disengagement, etc.,

Productivity is a measure of output for an employee. It can be evaluated in many ways.

### Intensity of Work

It is considered to be the collective output over a period of time by the employees.

### Efficiency Gains

Efficiency is achieved through the introduction of technology, how the job is organized and even the impact on performance like a manager and employee relationship can impact efficiency gains.

### Lean Theory

Lean technology is to reduce waste from the process. This theory can be used in employee productivity to improve production, reduce cost, and increase quality.

### Motivation and Morale

Motivation and Morale are also related to productivity. Employers must understand and take steps to fulfill employee's needs which will have a positive impact on individual motivation as well as for the organization. This not only leads to productivity but also loyalty and longevity as well.

### Empowerment

It is a strategy by the management to delegate some authority and responsibility to the employees and involve them in the decision-making process which will contribute to their competence and satisfaction. This strategy will make employees feel empowered by the employer and they have a high level of responsibility and contribution to productivity.

### Empowerment Dimensions

Empowerment is defined by Spreiter as increased intrinsic task motivation manifested in a set of four cognitions which is reflected in individual job roles like meaningfulness, impact, competence, and choice.

The meaningful concept is the individual's intrinsic motivation to understand the given task and concerned with the value of the task goal. In other words, meaningfulness emerges between the need for one's work role and one's beliefs, values, and behaviors. Lack of meaningfulness is the indifference and feelings of lack of involvement that is unfavorable to job motivation and excellence of job performance.

Competence is the ability to which an individual can do a job or activity competently when one tries it. It is also regarded as self-efficacy. Competence should be specific to the job role and distinguished from self-efficacy.

The impact understood by the degree to which the person —can influence strategic, administrative, or operating outcomes at work, and is the converse of learned helplessness (Martinko, 1982).

The choice is the different viewpoints on the way to control within one's work. The choice is also related to psychological well-being.

## II. THEORETICAL LITERATURE REVIEW

Empowerment will aim in creating a culture among employees which makes them give immediate feedback, make decisions to solve problems, freedom to express themselves, and easily approachable. (Beaven 2009).

Empowerment is defined as the opportunity given to the employees to make decisions in the workplace. (Vogt, 1997). Breaking down the traditional structure of hierarchy in the workplace is empowerment. (Blanchard 1997).

As of a service viewpoint, empowerment gives subordinates the authority to give decisions about customer service issues. Management from industry sector and organizational psychologists, empowerment to them is an enrichment of the autonomy of employees in their work, thus increasing employee involvement in decision making for better and interests of the organization (Wall et al, 2004). Geroy et al. (1998) act of providing guidance and skills for making decisions and employee's accountability and responsibility for those decisions.

According to Campbell(2009), by decentralizing certain control, which will motivate, encourage the speed and flexibility of employees. Managers will have time to engage in strategic thinking.

Styhre (2001) empowerment is managerial techniques and activities which acknowledge the individual employee as an intelligent, accountable, creative being, and therefore a productive resource for the company.

## III. OBJECTIVES OF THE STUDY

- (i) **General Objectives**
  - ✓ To assess the employee productivity impact on the performance of the organization
- (ii) **Specific Objectives**
  - ✓ To assess the outcome of relevant training to employees on organizational excellence.
  - ✓ To study about the employee's input and the control of their work and to know its effect on organizational excellence.
  - ✓ To study feedback and information access by the employee and to know its effect on organizational excellence.

## IV. RESEARCH METHODOLOGY

According to Kothari (2004) defined research design as a set of procedures for gathering , analysing and interpreting, obtaining the result to reach research goals. This study deals with descriptive research design because the study seeks the answers to the problem of why,how and when questions about research.

Mugenda and Mugenda (2003) describe descriptive research as a systematic , empirical where a researcher does not have a direct control over independent variables.

The target population are the employees of ICT Academy of Kerala, Technopark. According to Mugenda and



Mugenda(2003), a sample of 10 to 30% is good enough. The total workforce of ICTAK is 100 employees, the sample size of 30 equivalent to 30% as Mugenda and Mugenda approach proposes is adequate. The entire variable used in the study – Training and Development (TND), Input and Control of Work (ICW), Access to information and Feedback (AIF) and Employee performance (EPF) measured using nominal scale i.e. the 5 point Likert rating scale. The respondents were asked to rate each one of the 5 items on (TND)) scale, each one of the 9 items on (ICW) scale, each one of the 7 items on the (AIF) scale, and each one of the 6 items on the EPF).

**V. RELIABILITY TEST**

**Table 1.1: Reliability and Validity Test**

Variable	Construct	Cronbach's Alpha	Number of Statements
Dependent	Performance measurement	0.933	5
Independent 1	Training	0.644	5
Independent 2	Inputs and Control of work	0.853	9
Independent 3	Employee access to information	0.875	7

Source: Field data, (2020), SPSS print out

Table 1.1 provides the Cronbach alpha reliability coefficients of the scales of the Questionnaires Instruments. From the table, all the values are high except the Training value and which is also in the acceptable range. Reliability coefficients ranged from 0.644 to 0.933 across the scales of the enabler, (i.e. Training, Inputs and control of work, and Access to Information and Feedback), 0.933 for results construct (i.e. Performance). Cronbach's Alpha value must be 0.6 and high which is below 0.6 are unacceptable.

**VI. USING CENTRAL TENDENCY AND PEARSON MOMENT**

- (a) **Objective one: To assess the outcome of relevant training to employee on organizational performance**

**Table 1.2: Descriptive Statistics for the Attributes of the Training and Development**

Attributes	Score range	Minimum Score	Maximum Score	Mean Score	Std Dev
Existence of Training plan	1 – 5	1	5	3.913	0.793
Skills and Competencies	1 – 5	1	5	3.800	1.080
Number of trainings attended per year	1 – 4	1	4	2.545	0.962
The Impact of Training	1 – 4	1	4	4.040	0.978
Job role after training	1 – 5	1	5	3.800	0.957
				18.090	

Source: Researcher, (2020)

From the table 1.2 provides the details about the outcome of the training to employees on organizational performance. The overall mean value is 18.090. The mean value for the five statements is ranging from 2.545 to 4.040. Respondents had agreed for all the statements as mentioned above except the number of training attended per year is low and its mean value is 2.545. From the mean and standard deviation values, all the respondents have a similar view towards the outcome of the training.



(b) **Objective two: To investigate the effect of allowing employees to have input and control of their work on organizational performance excellence**

**Table 1.3: Descriptive Statistics for the Attributes of the Inputs and Control of Work**

Attributes	Score range	Minimum Score	Maximum Score	Mean Score	Std Dev
Existence of Orientation program	4 – 5	4	5	4.217	0.422
Equipped with Agency Mission and Vision	2 – 5	2	5	3.920	0.812
Staff Empowerment	2 – 5	2	5	4.120	0.727
Staff dialogue	1 – 5	1	5	3.565	1.161
Encouragement of creativity and ideas	1 – 5	1	5	3.208	1.021
Performance evaluation against appropriate targets	3 – 5	1	5	3.708	0.908
Encouragement of work achieved and succeeding	3 – 5	3	5	4.083	0.408
Hard working spirit	2 – 5	2	5	4.042	0.690
Leaders' expectation for employee work	3 – 5	3	3	4.00	0.659
				31.263	

Source: Researcher, (2020)

From the table 1.3 provides the details about input given by the employee and their control of work towards organizational performance excellence which has been composed of nine statements as mentioned in the table. The overall mean value is 31.263. The mean value for the five statements is ranging from 3.208 to 4.217. Respondents had agreed for all the statements as mentioned above and there exists a high value for the statement existence of an orientation program. From the mean and standard deviation values, all the respondents' opinions are close and hence have a similar view towards the input and control of the work towards organizational performance.

(c) **Objective Three: To examine the effect of employee access to information flow from the source and immediate feedback on organization performance**

**Table 1.4: Descriptive Statistics for Access of Information and Feedback**

Attributes	Score range	Minimum Score	Maximum Score	Mean Score	Std. Dev Raw score
My coach provides formal feedback for my efforts	2 – 5	2	5	3.826	0.984
Performance appraisal in our organization	3 – 5	3	5	4.250	0.676
Assessment is regularly done in our organization	3 – 5	3	5	4.000	0.419
Information from the management is well disseminated to all relevant employee	2 – 5	2	5	3.640	0.860





Information are easily accessed by all relevant employees	2 – 5	2	5	3.480	0.918
Management work closely with normal employees	2 – 5	2	5	3.520	0.918
Exchange of ideas all staff staff is our organization culture	2 – 5	2	5	3.600	1.115
				26.316	

Source: Researcher, (2020)

From table 1.4 provides the details about the effect of employee access to information flow from the source and immediate feedback on organization performance which has been composed of seven statements as mentioned in the table. The overall mean value is 26.316. The mean value for the five statements is ranging from 3.48 to 4.25. Respondents had agreed for all the statements as mentioned above and there exists a high value for the statement performance appraisal in the organisation. From the mean and standard deviation values, all the respondents' opinions are close and hence have a similar view towards employee access to information flow from the source and immediate feedback on organizational performance.

#### Pearson Correlations between the Training and Development, Input and Control of Work, and Access of Information and Feedback

The construct of Training and development had five statements, Input and Control of work nine statements and Access to information and Feedback seven statements, which were subjected to seeing whether they correlate to the performance of six statements.

Table 1.5: Pearson Correlations between the Training and Performance Constructs

	Goals and objectives	Strategic priorities	Dissemination of performance	Challenges organization	objectives attained
Training plan in an organization	0.636**	0.519*	0.519*	0.550*	0.503*
	0.003	0.019	0.019	0.012	0.024
Attending training concerning job description	0.327	0.089	0.267	0.200	0.333
	0.160	0.709	0.256	0.398	0.152
Number of training attended	0.086	0.070	0.000	0.118	0.222
	0.718	0.768	1.000	0.620	0.347
Training and impacts	0.309	0.000	0.253	0.287	0.304
	0.184	1.000	0.283	0.221	0.192
Changes before and after training received	0.224	0.183	.0456*	0.382	0.240
	0.343	0.441	0.043	0.096	0.308

Source: Researcher, (2020)

The table 1.5 shows the relationship between the training statement and that of all other performance statements. This is obtained by using central tendencies methods. The performance construct statements are mentioned in column and Training statements are mentioned in row. The correlation value and the significance level is presented respectively in the cell for the mentioned statements. There exists a positive correlation on Training plan in an organisation and to performance statement on goals and objectives with coefficient of  $r = 0.636$  and a significance level  $p < 0.003$ . Both strategic priorities and dissemination of performance with training plan in an organisation obtained the coefficient of  $r = 0.519$  and a significance level  $p < 0.019$ . On the other hand, insignificant correlation indicated on all remaining statements.



**Table 1.6 : Pearson Correlation between employees’ input and control of work and performance**

	Strategic for objectives	strategic priorities	Dissemination performance	Challenges a solved	objectives in 2015/16
Orientation on goals and objectives	0.319	0.499*	0.501*	0.416	0.162
	0.159	0.021	0.021	0.061	0.483
Collaboration on working	0.449*	0.543*	0.270	0.482*	0.478*
	0.041	0.011	0.237	0.027	0.028
Full authority in accomplishing my task	0.577**	0.609**	0.685**	0.560**	0.404
	0.006	0.003	0.001	0.008	0.069
Regular open discussion among Employee	0.421	0.561**	0.365	0.513*	0.585**
	0.057	0.008	0.104	0.017	0.005
Staff is free to bring in his inputs	0.281	0.357	0.137	0.329	0.459*
	0.218	0.112	0.553	0.146	0.036
Each activity, project or program has its target is evaluated	0.684**	0.700**	0.372	0.721**	0.810**
	0.001	0.000	0.097	0.000	0.000
Work with increasing sense of succeed	0.202	0.397	0.404	0.269	0.197
	0.381	0.075	0.069	0.238	0.392
Enthusiasm to try harder	0.196	0.307	0.324	0.241	0.108

Source: Researcher, (2020)

From the table 1.6 shows the relationship between access to information and feedback and that of all other performance statements. This is obtained by using central tendencies methods. The performance construct statements are mentioned in columns and Input and control of work statements are mentioned in a row. The correlation value and the significance level are presented respectively in the cell for the mentioned statements. There exists a positive correlation on orientation on goals and objective and to performance statement on strategic for objectives and priorities with coefficients of  $r = 0.499$  and  $r = 0.501$  respectively and a significance level  $p < 0.021$ . From the table is a positive relation between full authority in accomplishing the task by the employees and the performance statement. Each activity, project, or program has its target is evaluated is highly correlated with performance statement like Strategic for objectives, strategic priorities, challenges solved with the coefficient of  $r = 0.684, r = 0.700, r = 0.721$  and significant level  $p < 0.001$  and  $p < 0.000$  respectively. On the other hand, an insignificant correlation is indicated in all remaining statements.

**Table 1.7 :Pearson Correlations between Effect of Employee Access to Information and Feedback and Performance**

	Reaching goals and objectives	Strategic priorities	Dissemination of performance reports	The challenges are well solved	Majority of objectives, Attained
My coach provides formal feedback	0.531**	0.580**	0.500*	0.594**	0.447*
	0.009	0.004	0.015	0.003	0.033
Performance appraisal in our organization	0.452*	0.585**	0.626**	0.549**	0.398
	0.030	0.003	0.001	0.007	0.060
Assessment is regularly done	0.278	0.377	0.289	0.262	0.453*
	0.199	0.076	0.182	0.228	0.030



Information from the management is well disseminated	0.639**	0.795**	0.690**	0.740**	0.550**
	0.001	0.000	0.000	0.000	0.007
Information is easily accessed	0.760**	0.719**	0.617**	0.718**	0.611**
	0.000	0.000	0.002	0.000	0.002
Management work closely with normal employees	0.566**	0.726**	0.618**	0.728**	0.616**
	0.005	0.000	0.002	0.000	0.002
Exchange of ideas all staff is our culture	0.599**	0.712**	0.641**	0.676**	0.316
	0.003	0.000	0.001	0.000	0.142

Source: Field Data, (2020)

The table 1.7 shows the relationship between Effect of Employee Access to Information and Feedback statement and that of all other performance statements. This is obtained by using central tendencies methods. The performance construct statements are mentioned in columns and Effect of Employee Access to Information and Feedback statements are mentioned in a row. The correlation value and the significance level is presented respectively in the cell for the mentioned statements. The analysis revealed that most of the items under this construct correlated well to performance items specifically to —My coach provides formal feedback for my efforts with coefficient and significance to all statements,  $r = 0.531, p < 0.009, r = 0.580, p < 0.004; r = 0.500, p < 0.015; r = 0.595, p < 0.003,$  and  $r = 0.447, p = 0.030$ . Information from the management is well disseminated to relevant employees correlated well to all statements challenges in the Agency are well solved with coefficient and significance of  $r = 0.63, p < 0.001, r = 0.795, p < 0.000, r = 0.690, p < 0.000, r = 0.740, p < 0.000,$  and  $r = 0.550, p < 0.007$  as well as to all information is easily accessed by all relevant employees, correlated to all statements, with coefficient and significance  $r = 0.760, p < 0.000; r = 0.719, p < 0.000; r = 0.617, p < 0.0120; r = 0.718, p < 0.000,$  and  $r = 0.611, p < 0.0020$ . Likewise, Management works closely with normal employees correlated well to all statements, and the Exchange of ideas among all staff is our organizational culture with coefficient and significance. On the other hand, insignificant correlation indicated on all remaining statements.

## VII. FINDINGS

Empowerment areas have been in continuous study by researchers and practitioners for a decade, for the purpose of exploring more on employee effectiveness at work. This research classified empowerment into three parts including Training and Development (skills and competence), employee Inputs and Control of Work (self-determination), employee Access to Information and Feedback (trust) which may be a challenge in the field. The results of quantitative study showed that all constructs have a positive effect on both employee performance and satisfaction, However, Training and Input and Control of Work have shown only to performance and not satisfaction. The training statement —Number of training received indicated below mean 3 signifies that respondents are not satisfied with the organization's staff development. On the input and control of work also indicated unsatisfactory scoring below the mean of 3 on I work with an increasing sense of succeeding and I have an enthusiasm to work harder.

Some important findings;

- 59% of employees feel productive at all times this shows that no factors that negatively impact their productivity at work.
- 58% of employees and 61% of HR professionals agree on the top two factors that negatively impact employee productivity . About 38% of employees and 63% of HR professionals agree that there is no motivation given in their work.
- There exists a strong relationship between Management work closely with normal employees , Information is easily accessed by employees and Information from the management is well disseminated respectively with that of the performance statements.
- Feeling undercompensated, poor time management skills, wasting time, too much work for too few employees, poor communication and a lack of clear priorities are factors agreed by the HR professionals for negative impact of employee productivity.



## VIII. SUGGESTIONS

The study further concludes that as employees are vital as their decision impacts to improve or not on organizational performance. It is recommended that:

- (i) The study has revealed that demographic variables have an impact on organizational performance, therefore, it's recommended to ICTAK in planning for training, tasking and alike demographic consideration should be considered. The study has indicated that these groups have different likes and dislikes
- (ii) ICTAK and other organizations work on the challenges of providing training to their staff as it has a positive impact on performance and satisfaction.
- (iii) Opportunities to use skills and abilities which were depicted through training construct ranked high among the three constructs. ICTAK management should prepare to motivate, develop and boost the skill level of employees as employee development will be considered as a high priority in the future.
- (iv) Communication plays a vital role in the organisation. There must be effective communication in all the levels of management which is to be highly important. It will help employees understand the organization's business goals, policies and vision, and keep employees informed about what is going on in the organization. Senior management can keep employees well-informed. Feedback, suggestions from the employees should be encouraged in the organizations.

## IX. CONCLUSION

From the respondent's views, the study found out that, on training construct all statements scored above 3 except —number of training the respondents attended. Therefore, it can be concluded that the Agency has a training plan for employees to acquire new skills and enhance their competencies, the training of employees focus on their job descriptions, the training attended impacts positively on job performance and the employee after training becomes more skillful and competent than before.

The Input and Control of work most of the items shows agreement with the items except two mentions above. Therefore, the Agency is doing well on there is a program during orientation of staff to know their Agency, there is collaboration within the Agency, employees have full authority as regards to fulfilling tasks, regular and open discussion is conducted, staff are free to air their ideas, staff appraisal against targets and staff are working beyond leaders expectation.

Access of information and feedback also exhibit the same positive relationship as most items achieved mean by more than 3. From this the Agency coaches provide appropriate feedback, the existence of a performance appraisal system, the assessment of employee performance is done on a regular basis, management information is well disseminated information are easily accessed, Management are close to employees, and Culture of the exchange of ideas.

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