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EMPLOYEE PRODUCTIVITY IN MALAYSIAN PRIVATE HIGHER EDUCATIONAL INSTITUTIONS

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ABSTRACT

This study investigates the effect of employee productivity among employees in Private Higher Educational Institutions, in Malaysia. The independent variables are job motivation, supervisor support, financial rewards and working hours on employee productivity. 198 employees from 10 different private higher educational institutions have responded to the questionnaire of this study. Based on the results, it shows there is a direct and significant relationship between job motivation and working hours on employee productivity and vice versa towards financial rewards and working hours. The study implies that employee productivity increase with high job motivation and flexible working hours. However, supervisor support and financial rewards are secondary compared to job motivation working hours in relation with employee productivity.

INTRODUCTION

Based on the Malaysia Productivity Corporation (MPC) Report 2015/2016, at a glance labor productivity growth is measured as 3.3% per number of employment

and labor productivity level as RM75, 538 per number of employment. However, Malaysia still aims to increase its employee productivity growth up to 4%. There is also a news article in The Star Newspaper that discussed this matter where it is stated by MPC that Malaysians work longer hours than their complements in many standard countries, but produce less than them. Moreover, according to the MPC, countries like Singapore, Hong Kong, Taiwan, Japan, South Korea, United Kingdom and The United States which relatively shows that Malaysia is still far behind (Cheng, 2013). Looking at it closely, there are actually many problems affecting employee productivity in every organization and that's the reason for employee's turnover rate to increase each and every time but based on the Malaysia Unemployment Rate Data from 1998 to 2016, the unemployment rate currently in Malaysia is stable at 3.4% compared to last year which was at 3.2%

Employees tend to leave the organization or their workplace because they are not motivated enough which shows a poor result from the employee productivity as a whole Maduka and Okafor (2014). This is because an employee that is highly motivated in his or her workplace will be able to work productively in achieving the goals and objectives of the organization easily. Motivation is expressed in a way where an organization tends to become more successful because it is crucial for organizations to inspire their employees with motivation at all times where at the end of the day motivated employees are always looking for best practices to do at work. It could be a very huge challenge for the managers to ensure that each and every employee is highly motivated to perform their job. Moreover, in making sure 100 percent productivity level from the employees even in energetic circumstances can be very much challenging as it takes a lot of effort and motivation at the same time for the employees to work at their very best. Employees can be motivated in many ways in order to show good level of productivity at work place such as not all the employees will choose to leave the organization as they are enjoying the benefits in terms of rewards or promotion which they might not get to enjoy in other organization if they were to leave (Maduka and Okafor, 2014).

In this technology advancement era, the competition among organization is completely very high regardless of the size of the organization where the organization is facing employee retention challenges (Maduka and Okafor, 2014). The importance of high productivity cannot be taken lightly as ultimate shorter hours of work and improvements in working and living conditions, increased supplies of both consumer and capital goods at a lower price, higher earnings and higher incomes and profit is included. Moreover, Awan and Tahir (2015) found that supervisor support is also important in building up employee productivity in this competitive era as the supervisor plays the role in preparing knowledge with job knowledge.

Supervisors will help the employees by giving them amount of value to employee contribution and care about the employee's well-being (Awan and Tahir, 2015). This will make the employees feel that they are highly valued by the supervisor for the amount of productivity they have showed as it will lead to employee retention of the organization at the same time. Supervisors can always be a source of guidance to the employees so that they know they are secured in terms of completing their job based on what is required. Meanwhile, there will be an

engagement between the management and the employees that will lead to leadership consistency in the working environment.

Furthermore, a study by Ahmad, Idris and Hashim (2013) states that the inflexibility of working hours in an organization can give a huge impact on employee productivity. This is because inflexibility of work hours is able to change the physical and mental health of an individual indirectly which will negatively affect the employee's productivity at the end of the day. The employees feel that they do not have enough time to rest because of the working hours provided to them. Even, if they are provided with too much of workload at the same time they are unable to complete them during working hours where sometimes they need to do overtime working hours in order to complete their task. This will definitely make the employees to complete their task based on required by their superior but in the long-run this kind of environment and daily habit will lead to restlessness that will create stress in them as well as it will be effecting their health (Naqvi, Kant, Khan and Khan, 2013). In future, this will slowly lead to poor level of employee productivity in every organization because majority of the employees are facing job stress and they are mentally and physically healthy to perform their job at their workplace.

Based on the concerned highlighted above, this study closes the gap in determining the relationship between job motivation, supervisor support, financial reward and working hours on employee productivity.

LITERATURE REVIEW

The literature discusses the employee productivity, employee supervisor, motivation, financial rewards and working hours.

Employee Productivity

Employee productivity can be known as driving strength behind an organization's growth and profitability (Nkechi, 2013). Similarly, the degree of employee productivity is highly possible to be improved by evolving an organization with beneficial working environment (Awan & Tahir, 2015; Singh, 2019). In other words, productivity is the ratio of output to input. Inputs are basically resources that the organization has in terms of human capital, money, and time, physical, technological and effort contributed whereas quality production will be the end outcome. Generally, if the contributions are corresponding to the productions, the worker in the organization is deliberated as an employee that has good level of productivity. Moreover, the level of productivity tends to indirectly increase when an employee can be adequately satisfied with his jobs when his complications, wants and goals are acknowledged and solutions are given to fulfill them (Abah & Paul, 2016; Jiyeon, Patterson, & Ngo, 2017)

Job Motivation

According to Zameer, Ali, Nisar & Amir (2014), motivation is defined as the most important matter for every organization whether in public or private sector where its play an important role for the success of any organization. So, job motivation

will mean as the procedure in which organization motivating their employees with the shape of incentives for achieving organizational goals. Motivation as a development started with a requirement in human being which generates a space in a person (Roche & Haar, 2019). In an effort to fill the space an internal driving force is generated which starts and tolerates a sequence of action and reaction. Motivation is essentially meant to enable interactive modification. It is a potency that allows an individual to act in the way of a specific objective (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014). Motivation can be the most crucial element for every organization either private or public sector. Motivation plays an initial role for the success that will be achieved by any organization.

Supervisor Support

Supervisor support is defined as the supervisor's responsibility in preparing information that involves job knowledge where it is crucial for every employee to know their supervisor well enough for them to gain their assistance in return (Wang, 2014). Supervisor support defines the point to which a subordinate feel that the employees are supported and appreciated by their supervisors (Kim, Park, & Kang, 2019). It also refers to the supervisor enthusiasm to help the subordinate (Gok, Karatuna & Karaca, 2015). Supervisors are actually individuals that play a vital role in the workplace that arrange the work environment by providing feedback and information to employees and they control the dominant rewards that concede the employee's personal value. According to Chou (2015), employees who have reliance and appreciate their supervisors are likely to have a positive opinion towards organizational change and incline to establish social support for organizational change. When the employees are treated equally by their supervisor in each aspect, it is possible for them to illustrate extra positive behaviors and attitude for instance job satisfaction (Karimi, Alipour, Pour & Azizi, 2013).

Financial Rewards

Financial rewards are considered as one of the best tool to inspire the employees in the organization in order to influence them to have positive attention towards their goal achievement (Haider, Aamir, Hamid & Hashim, 2013) According to Yousaf, Latif, Aslam and Saddiqui (2014), financial and non-financial rewards are basically two different categories of rewards. Financial reward is a term that is also known as extrinsic rewards meanwhile intrinsic rewards is the term used for non-financial rewards. Pay, bonuses, allowances, insurance, incentives, promotions and job security falls under the category of financial rewards (Yousaf, Latif, Aslam & Saddiqui, 2014; Oke, Ibronke, & Bayegun, 2017). The reward system compacts with plans, guidelines and procedures needed to defense the value of employees and the effort they make to reaching organizational, departmental and team goals is acknowledged and rewarded (Armstrong & Taylor, 2014). However, Ngatia (2015) found that non-financial rewards and their effect on employee's productivity level and resolved that valuable reward package can have a main influence on the

employee's job performance. Therefore, in order to reward employees for excellent job performance is definitely by providing them monetary incentives.

Working hours

The ultimate definition of flexible working hours in an organization is the employee's ability to control their working duration and this ability in scheduling the task supposed to be offered by their employer (Shagvaliyeva & Yazdanifard, 2014). Working hours is becoming something extremely crucial to each and every organization. Flexibility in working hour's plays indirectly provides comfortability and easiness to employees in completing their work load that is given by their employers (Tammelin, Koivunen, & Saari, 2017). However, employees who work under tough working conditions such as non-flexible working hours will lead to frustration where management needs to improve employee working condition so that it will make them to be equally satisfied with the other employees and overall performance will have better improvements in return (Bakotic & Babic, 2013). Thus, Raziq and Maulabakhsh (2015) states that to reach the standards of the organization employees need a working environment including flexible working hours to work freely without difficulties that may confine them from performing up to the level of their complete prospective. Based on the today's technology advancement trend, allowing telecommuting has subsidized to the creation of a "24-hour society" where link between work and non-work time is becoming progressively more imprecise. This has been attached with an important change away from the usual or normal working weeks to unusual schedules such as shift and part-time work, compressed work-weeks, weekend work or on-call work.

METHODOLOGY

To determine the sample size for this study, some general rules by Hair, Black, Bablin, Anderson, and Tatham (2006) will be used. According Hair et al. (2006), a minimum of 20 respondents needed for each variable. So, a total number of 100 samples will be satisfactory number of the sample size of the present study (5 variable x 20 respondents = 100). Based on the data collected through online survey, 198 respondents have answered the questionnaire which was distributed to them through their institution management through online. The targeted populations of this research was the full-time and part-time employees who are providing services directly to the clients or customers of the 10 (ten) Private Higher Educational Institutions in Klang Valley in Malaysia. Thus, the targeted respondents are from different designation of their workplace which will generate accurate and larger information's with respect to employees' productivity. Figure 1 illustrates the research framework with employee productivity as criterion and job motivation, supervisor support, financial rewards and working hours as predictors as discussed.

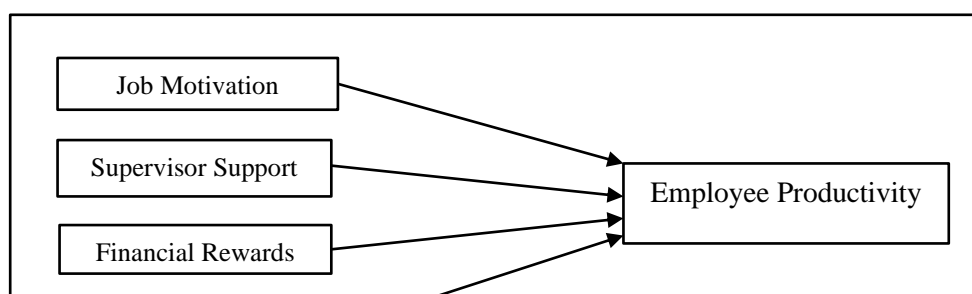


Figure 1: Research Framework

Figure 1: Research Framework

Result and Analysis

This study conducted a correlation analysis and the strength of the relationship among variables were determined based on the Table 1. The correlation result outlined in Table 2, indicating significant result on all the test conducted.

Table 1: The scale of Pearson’s Correlation Coefficient

Scale of correlation coefficient	Value
$0 < r \leq 0.19$	Very Low Correlation
$0.2 \leq r \leq 0.39$	Low Correlation
$0.4 \leq r \leq 0.59$	Moderate Correlation
$0.6 \leq r \leq 0.79$	High Correlation
$0.8 \leq r \leq 1.0$	Very High Correlation

Table 2: Table of Correlation Correlations

		Employee_Productivity	Job_Motivation	Supervisor_Support	Financial_Rewards	Working_Hours
Employee_Productivity	Pearson Correlation	1	.343**	.307**	.231**	.455**
	Sig. (2-tailed)		.000	.000	.001	.000
	N	190	190	190	190	190
Job_Motivation	Pearson Correlation	.343**	1	.461**	.258**	.253**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	190	190	190	190	190

Supervisor_Support	Pearson Correlation	.307**	.461**	1	.522**	.260**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	190	190	190	190	190
Financial_Rewards	Pearson Correlation	.231**	.258**	.522**	1	.374**
	Sig. (2-tailed)	.001	.000	.000		.000
	N	190	190	190	190	190
Working_Hours	Pearson Correlation	.455**	.253**	.260**	.374**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	190	190	190	190	190

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

From the correlation table above, it shows the relationship between two variables. In the employee productivity aspect, it displays the correlation of the relationship between employee productivity and job motivation is 0.343. It means the relationship is low correlated. Secondly, under the relationship between employee productivity and supervisor support, based on the outcome, it shows that the employee productivity has a low correlated relationship as the significant value shows 0.307. In other words, it can be considered that both of the variables are not really relatively linked to each other. Thirdly, from the results above the relationship between employee productivity and financial rewards shows that employee productivity with the significant value of 0.231 is low correlated as well. This shows that providence of financial rewards to employees does not make much changes to the level of employee productivity. So, it can be considered that as both of the variables are not relatively associated to each other. Finally, the relationship between employee productivity and working hours is 0.455 which basically shows that the employee productivity has a moderate correlated relationship with working hours. It means both variables are positively related and connected to each other where the working hours increases the level of employee productivity.

Table 3: Model Summary (Durbin-Watson)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.524 ^a	.274	.259	.40455	1.937

a. Predictors: (Constant), Working_Hours, Job_Motivation, Financial_Rewards, Supervisor_Support

b. Dependent Variable: Employee_Productivity

From the Table 3, it shows that the Durbin-Watson is 1.937. A Durbin-Watson value between 1 to 3 indicates that there is no autocorrelation problem among the residuals (homoscedasticity). Hence, it indicates that the independent error terms are not correlated. Apart from that, R square also plays a vital role in the model

summary. The alphabet “R” refers to the strength of the relationship between the forecast and the result from this research study that has been measured. According to the table above, it shows that R square is 0.274 or 27.4%. It also means that 27.4% of the independent variable which are working hours, job motivation, financial rewards and supervisor support are directly affecting the dependent variable which is employee productivity. At the same time, it also designates that 27.4% of the total variance in the dependent variable is explained by the independent variable. Therefore, the remaining 72.6% is accounted by other variables which are not involved in this study.

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.447	4	2.862	17.486	.000 ^b
	Residual	30.277	185	.164		
	Total	41.724	189			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Working_Hours, Job_Motivation, Financial_Rewards, Supervisor_Support

The “Sig” column is a significant role in the ANOVA table 4. This is because the ANOVA table is referred as a significant value which is the Sig value should be smaller than 0.05 (p-value < 0.05). From the table 4 above, it can be observed that the “Sig” value is 0.000 which is similar to p-value=0.000. It means that the model is fit to use for further analysis. Similarly, it also means that the independent variables (job motivation, supervisor support, financial rewards and working hours) are significantly affecting the dependent variable (employee productivity). The coefficient table will be shown below in order to check the significance level of each variables.

Table 5: Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.800	.250		7.205	.000*		
Job_Motivation	.146	.055	.191	2.678	.008*	.768	1.303
Supervisor_Support	.085	.050	.135	1.691	.093	.613	1.632
Financial_Rewards	-.021	.050	-.032	-.419	.676	.666	1.501

Working_Hours	.312	.056	.384	5.596	.000*	.834	1.199
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a. Dependent Variable: Employee Productivity

b. *sig at 0.05

Based on table 5 above, the following equation is generated:

$$\text{Employee Productivity} = 1.800 + 0.146 [\text{Job Motivation}] + 0.312 [\text{Working Hours}] + 0.085 [\text{Supervisor Support}] + -0.021 [\text{Financial Rewards}]$$

Coefficient Table 5 indicates that the unit increase in job motivation increases employee productivity only by 0.146, a unit increase in supervisor support increases employee productivity only by 0.085, a unit increase in financial rewards decreases employee productivity by -0.021 but a unit increase in working hours helps to increase employee productivity by 0.312.

According to table 5, it shows that there are two variables that are not significant because the p-value is larger than 0.05. These variables are supervisor support and financial rewards. Hence, in terms of relationship, job motivation and working hours with the p-value of 0.008 and 0.000 respectively are the significant variables in predicting the employee productivity in Private institutions, Klang Valley, Malaysia as the p-value is less than 0.05. The other two variables are rejected.

In the coefficient table, the VIF value plays a significant role in the collinearity statistics as well. The VIF value should be less than 10 so that there is no multicollinearity problem. Looking at the table above, it indicates 5.635 which is lesser than 10. Therefore, it can be considered as there is no multicollinearity problem. The conclusive result in Table 6 indicates the result of hypothesis tested based on the multiple linear regression and correlation analysis.

Table 6: Hypothesis Result

	Hypothesis	Sig	Result	Gradient (Beta, β)
H ₁	There will be a direct significant and relation reflect between the job motivation towards the employee productivity	0.008	Accepted	0.146
H ₂	There will be a direct significant and relation reflect between the supervisor support towards the employee productivity in Private institutions	0.093	Rejected	0.085
H ₃	There will be a direct significant and relation reflect between the financial rewards towards the job satisfaction	0.676	Rejected	-0.021
H ₄	There will be a direct significant and relation reflect between the working hours towards the job satisfaction	0.000	Accepted	0.312

The first independent variable which is job motivation has positive relation with the dependent variable as the significant value is 0.008 which is less than 0.05. Besides that, the last independent variable which is working hours with significant value of 0.000 also has positive relation with the dependent variable. However, the relationship between of the two other independent variables which are supervisor support and financial rewards with employee productivity are rejected as the significant values are 0.093 and 0.676 respectively where these values are more than 0.05.

So, the most crucial factor in this research is working hours because the Beta, β value is the highest which is 0.312. For instance, Private institutions in Klang Valley, Malaysia follows many employee productivity practices that are related like other F&B Franchises so that the working hours scheduled are flexible, there is no any kind of pressure or stress faced by the employees, convenient and comfortable timing to come in for work and all the employees are satisfied with the working schedule that are arranged for them. Supervisors or managers are extremely understanding and be fair to all the employees which makes them to schedule flexible working hours for each and every employee. Most of the employees in Private institutions are married hence the supervisor or manager provides flexible working hours so that they are able to equally spent time for their work and family. All the employees coming from near or far enjoy doing their job and they have the tendency to stay and work longer in Private institutions due to its flexible working hours.

The second vital factor in this research is job motivation as the Beta, β value is the second highest 0.146. Job motivation is definitely one of the employee productivity practices which is equally needed in an F&B franchise such as Private institutions as the organization is more on operating and providing face to face services to the customers. Employees are well motivated with the working environment as well as the friendly and considerate management. Each and every employee conduct their job with full of commitment and teamwork with their subordinates. With this, they tend to motivate each other in completing the job based on what is required by their superior. The management of Private institutions Malaysia provides its employees with interesting job so that the employees are able to love their job which will automatically motivate them to do it. Furthermore, employees get to experience job rotation which also indirectly motivates them to love their job as they do not perform the same job continuously.

Discussion

This research study is to examine about the impact of the employee's productivity. There are for factors such as job motivation, supervisor support, financial rewards and working hours. The implication of this study will affect the employees of Private institutions, Klang Valley, Malaysia and future researchers.

In terms of job motivation, the results have implications for a positive and healthy working environment within all the outlets of Private institutions in Klang Valley, Malaysia that can directly improve the position of employee productivity. It shows that the Private institutions management has the capability of motivating their employees so that they are able to perform at their level best. Mutual interest is extremely needed between the employees and the job that they are performing to create a strong motivation vibe in the working place among all the employees. Lastly, the results of the study have implications for the relationship of an employee with his or her job in terms of the workload provided, teamwork with peers that motivates to complete the task faster and different kinds of benefits provided for employees including career development advancement and promotion.

Anyhow, the importance should be equally given to factors that foster supervisor support and employee productivity. The support and encouragement from a superior or an employer is highly important for employee's motivation which can lead to a better level of employee productivity. With this, relationship management should be taken into consideration where there is a positive bonding between supervisors and the employees. Two-way communication is needed between the management and employees to create a favorable and friendly environment. Employees are basically unable to complete their job perfectly without a supervisor's guidance or inspiration. Moreover, the task of generating productivity is measured by the satisfaction of financial rewards which is also somehow significant. If to be compared within rewards, financial rewards provides more satisfaction to employees rather than non-financial rewards. In practice, this is meant as where the management needs to pay attention to the work itself to ensure each job given to the employees are satisfying and rewarding in itself.

Besides that, financial rewards can be a boost to the level of productivity as it comes in a monetary form. Employees can be rewarded with many kinds of financial rewards if they are able to perform in a way that it benefits the company. However, financial rewards have to be equally rewarded based on the productivity level shown by each employee because this could potentially lead to rewarding an employee who is not contributing expressively to the organization. Somehow by aborting such practices, it will send a hint to senior employees that they also have to work hard and add value to the company so that they can be rewarded as well. Additionally, this might create a feeling in employees that they are being appreciated and valued by their organization and hence, may be keen to work harder. Employees who are paid overtime may feel motivated to perform better as they are highly valued by their organization and in the long run this will lead to higher level of employee productivity.

Working hours is a factor that is mainly important at the individual level because each of its aspect has a strong influence on numerous attitudinal and behavioral outcomes. Ideally, this study provides proof in terms of working hours where it is a factor that basically increases the employee productivity level. The management in Private institutions Malaysia should continuously provide employees with flexible working hours. This will indirectly decrease the rate of employee's absenteeism and turnover because employees are not being pressured to work for long hours in a day and they are allowed to enjoy this flexibility as it gives them

time to spend with their family as well. This is a useful basis to enhance the employee's work involvement as well as their productivity level.

For the future researchers, if they are conducting their research which is interrelated to this topic, this could benefit them as they will be able to find out the relevant information easily. Furthermore, it will benefit the researchers who are going to conduct this research study in Malaysia. This is due to the lack of information in Malaysia is limited. In conclusion, there are different level of employees in the organization. In this research, the employees will be able to obtain information of employee's productivity in Private institutions outlets located in the Klang Valley area. They will understand how the job motivation, supervisor support, financial rewards and working hours will affect in terms of managing their human capital within the organization itself.

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