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**Impact of different factors on  
organizational productivity**

**Omar Al Marzooqi**

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## Editorial



The current issue of the International Journal of Sales, Retail and Marketing is once more dedicated to the special issue. It is a second in a series of raw work from Ph.D. students indicating the extent of an effort in putting together their initial chapters. The topic: Impact of different factors on organizational productivity. It is a

doctoral research topic of Ph.D. Scholar Omar Al Marzooqi from the Leeds Beckett University who presents his research in this special issue. Professor Claudio Vignali Ph.D. from the University of Vitez is mentoring the progress and the candidate.

Thank you for taking interest in publishing and reading The International Journal of Sales, Retailing and Marketing. We hope it will be a valuable help in your professional and academic advancement.

*Editor,*

A handwritten signature in blue ink that reads "M. Palić". The signature is fluid and cursive.

*Professor Mirko Palić, Ph.D.*

# IMPACT OF DIFFERENT FACTORS ON ORGANIZATIONAL PRODUCTIVITY – AN INTRODUCTION

Omar Al Marzooqi

## Introduction

Effective Human resource professionals give much importance and spent time on managerial aspects of workforce management (Lawler and Mohrman, 2003). Recently, human resource management academics and business practitioner have analyzed that the process and activities of human resource department has been reengineered and reorganized in combination with strategic human resource (Lawler and Mohrman, 2000, Strachan et al., 1997). The importance and involvement of human resource line management has been studied in the past (Storey, 1987, Legge, 1995, Bacon et al., 1996), but currently line management has been played a prominent role in conjunction with human resource climate dimensions and human capital management for increasing overall productivity of the organizations (Larsen and Brewster, 2003, Currie and Procter, 2001, Bacon et al., 1996). Although decentralization process of line management and human resource management are an emerging issues across western countries (Brewster and Larsen, 2000). On the other hand human resource climate which has included the job autonomy and employees level of participation, affected the influence of line management in the organization. Human resource professionals have spent much time for

developing work friendly relationship (WFR), which has increased employees participation and job autonomy. These professional has responsible to develop employees collaboration and smooth working in the organization. Moreover the effectiveness line management and human resource climate have based on the abilities of its human capital management. As for as current thesis dissertation there has two variables including human capital management. These variables are talent management™ and knowledge management (KM).

Talent management (TM) has an emerging important construct used in modern social sciences researches. In the late 1990s, McKinsey introduced the concept of talent management in their report *The War for Talent* (Michaels et al., 2001). Talent management is critical to organizational leadership, productivity and success. Talent management is based on a strategic decision of human resource management for the development of effective talent pool accordance to the forecasting of demand and supply of its human capital in future. Talent management is important to fill key position in the organization which increased the effectiveness of not only leadership but it also improved line management and work friendly relationship.

On the other hand knowledge management is an important process of sharing, capturing, and effectively Applying organizational knowledge.

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Knowledge management has a multi-disciplined method to attaining organizational productivity by using effective knowledge. (Davenport et al., 1996) investigated that Knowledge management has process of catching, distributing, and effectively using organizational knowledge. The effective talent and knowledge management has important for developing creative leadership and therefore both variables of human capital management has affected the work friendly relationship and the influence of line management with in organization.

The nature of effective work friendly relationship has attracted grave consideration in

### Research Questions of study

Does the influence of line management have an impact on organizational productivity through human resource climate and human capital management?

Does work friendly relationship have an impact on organizational productivity through human resource climate and human capital management?

Does transformational leadership have an impact on organizational productivity through human resource climate and human capital management?

These are shown as **Red** in my Theoretical Model.

### Objectives of research

The objectives of the current thesis are to understand the influence of line management in organization productivity. Further there are two predictors such as human resource climate and

organizational productivity (Nielsen et al., 2000, Morrison, 2004, Morrison, 2009) and analysis. Many researches have focused work friendly relationship within the organizations (Sias, 2008), but there has a little research addressed human resource climate as a forecaster to the development of work friendly relationship, which has influenced organizational productivity (Laschinger et al., 2001). Work friendly relationship develop organizational productivity, through effectiveness of human capital management, at all level of employees, through transformational leadership, and between all level of organizational hierarchy through effective human resource climate.

human capital management of the influence of line management in the organization. On the hand human resource climate and human capital management has also affected the work friendly relationship and transformational leadership which leads organizational productivity. Following are main objective of current thesis:

To understand the influence of line management in organization productivity

To understand the important of transformational leadership through human resource climate and human capital management on organizational productivity

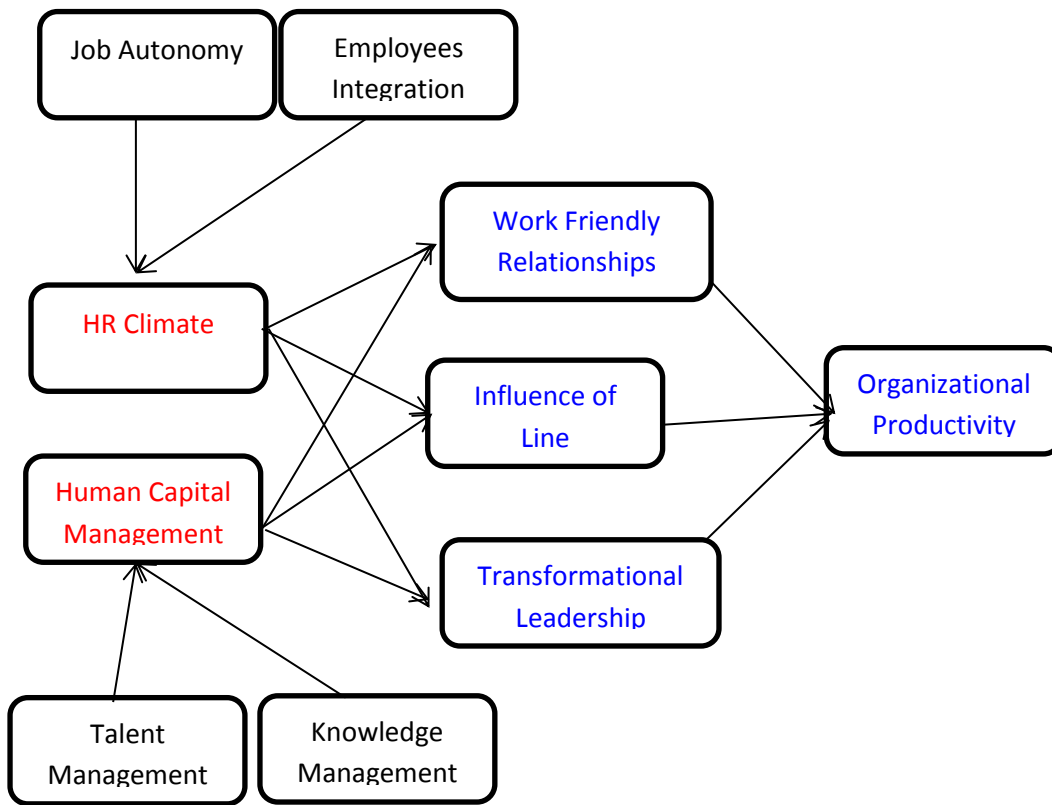
To understand the important of work friendly relationship through human resource climate and human capital management on organizational productivity

The Current social model should be implemented in public sector organization in Abu Dhabi.

These are shown as **Blue** in My Theoretical Model.



### Theoretical Model



### Literature Review

The Literature Review will examine all the variables in my previous propose Model. This chapter is based on the literature of different studies in the public domain. The aim and objective of this chapter is to develop logical and empirical arguments and justification relating to research objectives of current research. On the other hand, leader member exchange theory is helped and support for the development of arguments. Leader member exchange theory (LME) suggested that level of leadership, and share information, value, process, operation and others. Therefore, empirical research allows practitioners to manage non causative internal as well external factors, these factors has significant impact of specific factors of desired outcome (B Lindenmayer et al., 2007).

### Line Management and organizational productivity

According to leader member exchange theory (LMX) line management professionals have played an important role for smooth working at all level of organizational hierarchy. Literature indicated that the influence of line management has best representation of human resource climate as well as the effectiveness of human capital. The “functional or micro” subfields of human resource management has developed the knowledge about the nature of line management as a separate human resource process as compare performance assessment and personnel management (Wright and Boswell, 2002). Literature relating to the subfield of human resource indicated that many ways in which the responsibilities of line

management professionals have different form human resource management.

### **Work friendly relationship and organization productivity**

The Literature indicated that work friendly relationships share more values and strength as compare to non-work friendly relationships. The nature of these relationships has also different form in term of consequences, functions and development. The nature of all type of organizations, it's all of organizational process and procedures, all level of reporting systems with in the organizations, the whole organizational activities happen inside the background of interpersonal or workplace relationships. Peer work friendly relationships within the organization have considered the effective elements for increasing organizational productivity.

The relationship between work friendly relationship and organizational productivity is also different in the context of their planning, development, functions and values. Further there is lack of literature arguments in the context of the word "friend" and argument to work friendly relationship in the organization. The basic reason is the difference in thinking, perception, and interaction among different people in the organization (Pahl-Wostl, 2002).

On the other hand each department organizational organogram, job recruitment, selection and other analysis are some important predictors to understand formal communication, structure and level of working among people as well as department in the organization. But there is lack of these practices to show an actual level of quality of the organization, these relationship usually represent the formal interaction and

relationship among that is not actually operate. These relationships are showed in organizational organogram but actually not exist in overall organizational practices (Sias and Gallagher, 2009). Therefore in order to organize classification of informal interaction and relationship among worker, work friendly relationship is important element and power full tools to development work friendly relationship in the organization (Sias and Gallagher, 2009).

The work friendly relationship among employees in the organization is shared information, values that support to develop formal roles with in workplace (Sias, 2008). Further, these societal relationships (Spencer and Pahl, 2006) are categorized on the base of personal nature of worker that generated worker development, values, integrity (Smith and Wilson, 2009). The worker friendly relationship is also important to manage formal standard and procedures with in workplace. The management of the organization developed these procedures to overcome different causes such conflicts among employees, unionization and overall organizational politics. These workplace relationships have given opportunities to workers to share their difficulties during work and any dissatisfaction regarding their job. Commonly if any work in the organization is face any conflicts, dispute and dissatisfaction than first share information to his friends work in the workplace. Therefore work friendly relationship is helped to address any complaint among employees and line management professionals are helped to solve these complaints. The work friendly relationship is naturally informal at all level in the organization (Berman et al., 2002). These work friendly relationship represent management planning and strategies (Berman et al., 2002) and in modern business environment, the work friendly relationships are considered workplace operation in the context of organizational productivity. (Dickie, 2009).

### **Transformational Leadership and organization productivity**

The success and achievement of organizations is measured on the base of organizational climate and effective performance of its workforce (Luthans et al., 2008). Transformation leadership is important to understand the efficiency of human capital especially for top level workforce that has played strategic impact of organizational productivity. It also reflects personality of its workforce and how they managed the work environments which impact the productivity of the organization as well as job autonomy level of participation and work friendly relationships (Anderson and Narus, 1984, Levinson and Rosenthal, 1984). Transactional and transformational leadership styles are significance for organization's productivity and achieving its workplace relationships. Much organization has major concern to identify which leadership style should adopt by workforce to enhance work performance and work friendly relationships. It also focuses for the development of talented professionals that have the ability to increase participation levels in the work friendly environment (Colonia-Willner, 1998).

The leadership style of the key professionals is dependent on the base of their attitude and character. Therefore, the leadership style as "the kind of behavior and abilities which the manager have and which enables them to interact with the employees to achieve goals". In the light of transformational leadership in organization, the line management and human resource professionals work together in order to increase work friendly relationships.

### **Human Resource Climate, work friendly relationships, line management and transformational leadership**

The human resource climate and social network of the organization has impacted by the designs that enable communication as well as process and procedures. These social networks have developed to the collaboration of employees in the organization. A formation organization structure and designs of the organization has facilitated job autonomy and level of participation among employees (Riordan and Griffeth, 1995). The effective human resource climate has focused employees participations and work friendly relationships at workplace (Chiaburu and Harrison, 2008) that reflected the contemporary trend of how work is increasingly designed based on work friendly relationships (Simon et al., 2010).

The employees work relationship and societal system of the organization is negatively impacted by organizational organogram that is developed and organized interactional procedures and policies that create group working within workplace. The human resource management especially line management professional has developed best practice for the development of social relationships among employees. Further human resource climate dimension such as job autonomy and employees integration are important variable that is helped to underhand the nature of work friendly relationship in the organization. Different studies also indicated that other human resource climate dimension such as job positioning, employees value and integrity during work is important element to appraise overall work environment in the organization (Riordan and Griffeth, 1995).

(Chiaburu and Harrison, 2008, Oldham and Hackman, 2010) investigated the work friendly relationship in the organization and focused on these arguments that how the productivity and efficiency of the work is increase due to organize based relationship in the organization and less focus on specific responsibilities (Simon et al., 2010). Moreover, social relationship and

interaction among employees is measured overall operation of the organization.

Therefore, human resource management specially line management professionals have a conduct effective practice to develop structures, policies and procedures that helps to increase group working, social interaction among employees (Lengnick-Hall and Lengnick-Hall, 2003). Moreover the effective work friendly relationship, team working, involvement and interaction among workforce are also linked desire organization productivity and efficiency. The work friendly practices the quality level, reengineering and innovation, performance and overall desire outcomes. It also increases profitability stakeholder wealth and decreasing losses and employees turnover (Ferris et al., 2009).

#### **Human Capital Management, work friendly relationship, line management and transformational leadership**

The literature indicates that human capital management has major focused to develop effective workforce in the organization which aim to develop smooth working. These professionals have given high importance for involvement of different line, organization level of authority and responsibilities. Therefore human capital develop effective strategies and procedures for effective management in department specially line management in the organization. Recently studies suggested that the activity of human resource management is linked new responsibility such as the strategic partner (Lawler and Mohrman, 2000). The human capital professionals are normally focused on the development of people in the organization; however more responsibilities are involved these professionals in issues in overall organizational strategies. On the other hand, in modern business conditions the overall activities of human capital management is shifted for developing organizational strategies than know

the basic responsibility of human resource as human capital management such people management recruitment and selection and training and development are transferred to line management of the organization. Therefore, many academic researchers investigated that the human resource management practices are shifted to line management in the organization (Hall and Torrington, 1998, Hutchinson and Wood, 1995). Inappropriately, the professionals in line management department have not properly trained to deliver human resource responsibilities. Different studies have analyzed that line management department showed unwillingness to take new tasks (Torrington and Hall, 1996, Harris et al., 2002).

On the hand, the activities of human capital management for the development of work friendly relationship in the organization are major concern for the achievement of desire outcomes. In this situation top level leadership is supported for proper classification of responsibility between two departments.

#### **Hypothesis:**

From the Gaps in the Literature Review and the variables suggest it in my Theoretical Model I will research the following hypothesis.

***H1: Human Resource climate has a positive impact on the influence of Line management with in an organization***

***H2: Human Resource climate has a positive impact on transformational leadership***

***H3: Human Resource climate has a positive impact on work friendly relationship***

***H4: The influence of line management has an impact on organizational Productivity***

***H5: Transformational Leadership has a positive impact on organizational productivity on***

***The proving of the above hypothesis are the basis for the development of my theoretical model already explained and the relationship of the objectives of the thesis and hypothesis are clearly shown in that model.***

## **Research Methodology**

### **Introduction**

The research methodology of the current study is based on understanding the influence of line management on the productivity in public sector organization in Abu Dhabi. This study also uses a Quantitative research approach. The primary data collected from a series of structures questionnaires, which will be circulated to the employees of public sector organization.

### **Research Paradigm**

According to (Saunders et al., 2011), the basic approaches is used to analyze the research questions by using various data collections techniques, case studies and information surveys. On the other hand, empirical researches occupy investigator working operations linked with business practitioners and analyzers to examine a particular problems or issues, provides a reliable and applicable solutions of these issues. Further, the extremely empirical research technique permits business practitioner and researchers to investigate the issues and research questions in depth analysis as compare survey research and case study analysis, it encourage the researcher to analyze much closed results. Further, if the researchers become more focus to their desired result, the finding of their research may be biased due to reflect the observation desired target. Whereas, surveys is one of the data collections techniques which frequently applied for descriptive and empirical research, which is beneficial for research directions and suggestion for particular issues. Moreover, surveys questionnaires permit

academic researchers and business practitioners to gather important qualitative as well as quantitative data.

### **Research Approach and Strategies**

The thesis will be focused on quantitative research methods. A descriptive cross sectional research strategy is used to understand the statistical analysis of the hypothesis. The research aims to develop the analysis of line management and productivity. On the other hand case study analysis permit the researcher and practitioners to develop an extensive viewpoint and may be some sacrificing analysis but it not be applicable for investigate desired outcome (Saunders et al., 2011). However my, current research work is attempting to investigate a wide-ranging occurrence; a general empirical research viewpoint should be taken to understand the importance of organizational productivity of public organization in Abu Dhabi. I will carry out 150 paper questioners to determine the validity of the variable within my hypothesis.

### **Sampling technique**

Although, Quantitative data for collecting form respondent are beneficial methods for obtaining data for analyzing observations, it focuses to quantify the results and represent them in a numerical form (Bryman and Cramer, 1994). Quantitative data analysis usually applies to get real explanation of experimental phenomena. Moreover it can be applied through to get result from Likert scale questionnaires, which could be a major concern for current stud. Further more, quantitative data analysis is frequently easier to investigate the results as compare to qualitative data analysis because it reveal a correlations and regressions between two variables and aspect, it does not support biased relationship between two factors (Saunders et al, 2007). In my study, quantitative date will be collected form employees of public sector organization.

### Data Collection

The structured Questionnaires will be used as a data collection tool for the current research as questionnaires are the best technique to get valuable information from the target respondents. The general methods used to accomplish the goals of this study are quite varied. The survey participants will be provided with an organized set of questions, which are developed to address the understanding of management. Questionnaires are used to collect information from employees of public sector organizations in Abu Dhabi.

### Statistical finding and distribution plan

Structure equation modeling (SEM) using SPSS Amos research software is used to measure the analysis of current research. GFI, AGFI, CFI, RMSEA, NFI, TLI test will be used for analyzing the hypothesis of current research. Chronbach's alpha coefficient analysis is used to measure the reliability and valid for factors which being measured. Good fit indices (GFI) and average Good fit indices (AGFI) analyze overall acceptance and rejection of model. Normally more than 90% results of GFI and AGEI show that overall model is acceptable. Further NFI and TLI also should be exceeded 90%. When analyzing confirmatory factor analysis, three results can arise. P-value should not exceed 0.05, Root mean square is not more than 0.05 and NFL should be less than 0.9. RMSEA (Root means Square) should be less than 10% in order justify further analysis.

### Ethical Issues

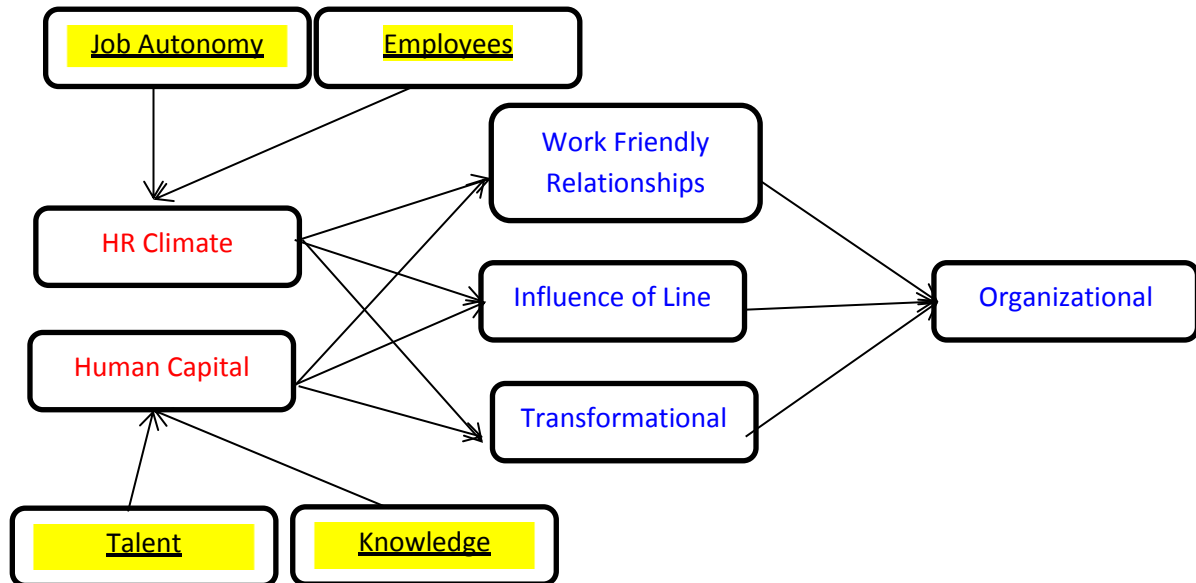
There are a number of ethical issues that the researchers are compelled to follow while carrying out different researches in any discipline. The main ethical issues concern the privacy and anonymity of the sample being observed and the information being used for the

purpose of research. The most basic ethical concerns include the protection of the human subjects under study and the informed consent of the respondents been selected as a sample for any particular study. The worst case scenario had to be thought of and plans be made for it already (Callahan & Hobbs, 1998).

### Contribution in the Knowledge

Past research focused on that organization productivity and performance based on that utilization of modern human capital (Florin et al., 2005, Majeed, 2013) but innovation and productivity at present comes through effective human capital of the organization (Attaran, 2003). The change in economic condition has forced organization to maintain productivity accordance with modern business conditions but more than 70% organization has not maintained their productivity and performance (Hammer and Champy, 1993). The basic Causes of lack of organizational work practices and human capital of key positions that play a strategic role and decision making for increasing organization productivity and overall work environment. Current research focuses on organization productivity in the context of human capital develop with multi- correlation organizational practices. Further current research focuses on combination of human resource management practices and strategic human resource management practices which effects different HR operations.

It is hoped that through my research the designated the adapted theoretical model will be confirmed. The yellow part of the original model will be variables integrated into other variables whilst the red and blue variables will be the basis of a management framework and a model that I will develop based on my research.



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# IMPACT OF DIFFERENT FACTORS ON ORGANIZATIONAL PRODUCTIVITY - LITERATURE REVIEW

Omar Al Marzooqi

## Introduction

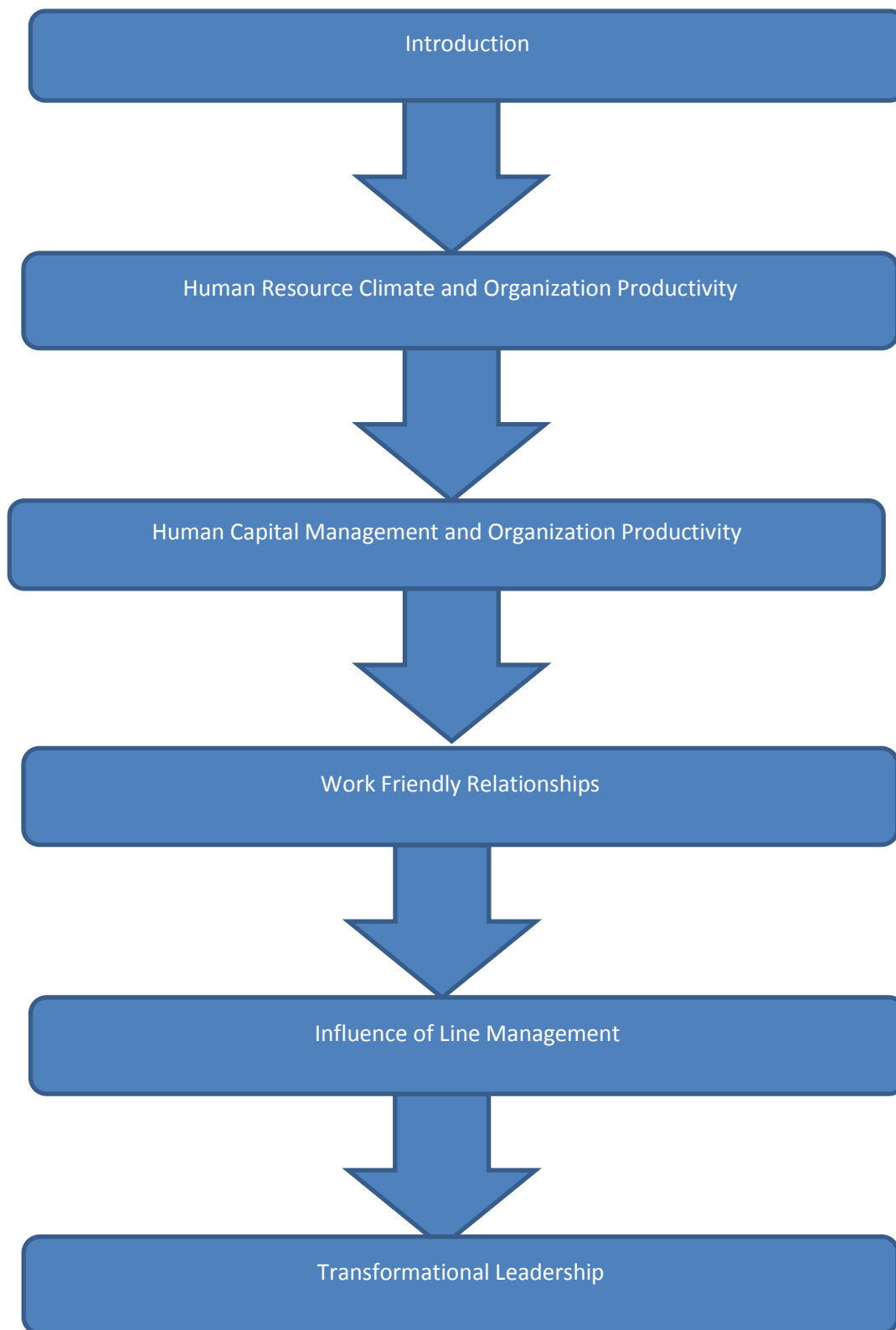
The Current chapter is based on the literature review of different past research studies; this chapter is also strengthened and justifies the research objectives and research question both theoretically and researched empirically. The chapter is developed though the guidance of grounded theory. All variables in the model are discussed independently and then develop the relationship accordance to the research objective. First the chapter is discusses the concept of human resource management and strategic human resource management then narrows down to human resource climates dimension both generally and particularly to job autonomy and employees integration. Further to create the relationship among human resource climate dimensions (job autonomy, employee's Current dissertation is also addressed the importance of workplace practices on organization productivity but most previous research studies in the area of organization practices has been limited to classify its understanding . Some research studies has been detailed work on the nature of workplace practices within the organization, this comprises work on plant or factory (Krafcik, 1988). These research studies have been analyzed the detail information of different workplace services and practices result, while it was difficult to simplify these outcomes to get desire productivity. The possible solution to these issues is to organize detail understanding for the development, implementation of workplace practices in order to analyze their effects on wide rand of productivity and information. The major benefit

integration), work friendly relationships, influence of line management, transformational leadership. On the other hand, the chapter discusses the human capital management in general and then narrows down the two basic elements of human capital development such as talent management and knowledge management. The chapter also develops the logical and empirical relationship among human capital management, work friendly relationship, influence of line management and transformational leadership. Finally, all the relationship among the variables in the theoretical model is there to developer their effects on organization productivity.

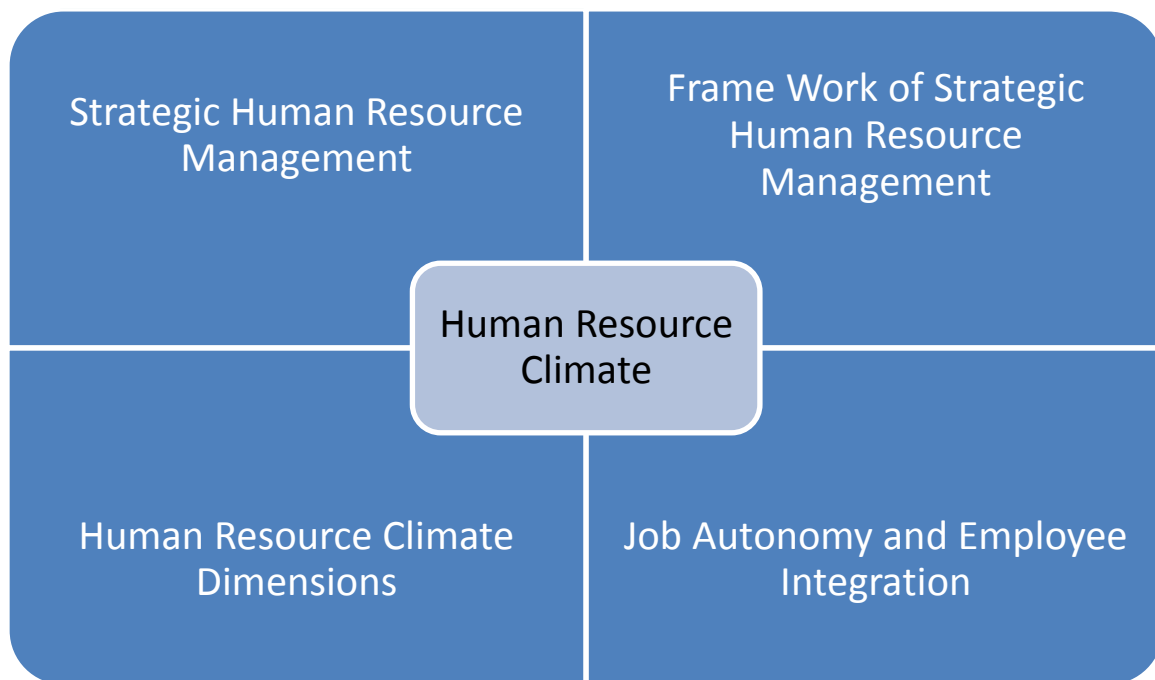
## Workplace practices and organization productivity

of internal organization practices is to understand the productivity and efficiency in different level within the work environment. Further effective human resource management practices has been linked with one particular operational or production process that reduced the issues of fundamental heterogeneity different process at workplace. the organizational research studies is concluded that the implementation of various combine process and procedure of modern human resource management work practices such as task explanation and identification, various training at different level, team work, and reward is important for the development of higher level sustainable effective new human resource management practices.

## Structure of literature review



## Human resource climate to organizational productivity



These outcomes is represented the vital influence to the past research studies on workplace practices and performance. It is not simple to implement these findings for the bigger economic environment. Moreover, an additional strategy is to conduct the cross sectional data for more firm and measure the effect of workplace practices on organization productivity and performance. The human resource management practices has based on manufacturing production of workers. A rapidly innovation in economic condition and business environment, the globalization is changed organization environment, customer demands, and services competition, and employee perception about the productivity of the organization. The management of organization must frequently enhance organization climate especially human resource climate, productivity and efficiency in processes and procedures, social relationship among workers, leadership skill of top level management, and competitive advantage in the market. Literature of past research studies in the area of human resource management and organizational Productivity has been defined better explanation of the effective

role of different practice of strategic human resource management on the productivity of the organization. The human resource management practices are shifted in to strategic human resource management where the human resource professional are more focused of the development of organization strategies, leadership activity, and human capital development activity in the organization. Current dissertation is major focused on different strategic human resource management practices which important for success of the organization.

Prior research studies in the area of effects of different factors on organization productivity through effective human resource management practices have examined both employees' performance and organization productivity. (Arnold and Feldman, 1982, Baysinger and Mobley, 1982, Cotton and Tuttle, 1986) analyzed that employees' precipitation about particular job, organization work environment, commitment, integrity, job satisfaction, compensation level, turnover, qualification, and demographic variables indicate employees

expectation, whether the employee will leave or stay in the organization. (Sheridan, 1992) has analyzed that employee's perception about human resource climate or organizational culture influences the employee's productivity and turnover intention. Effective human resource management work practices affect employee's turnover through its effects on his other level factors.

Few research studies have addressed the impact of particular human resource management practice on collective turnover of employees in the organization. (McEvoy and Cascio, 1985) has analyzed that effective employee's integration, job satisfaction, positive learning environment, job enrichment and realistic job review had negative impact on employee's turnover. Past research studies on the effects of human resource management practices on organization productivity, (Cutcher-Gershenfeld, 1991) analyzed that the management of the organization who adopt transformation leadership and employees effective relationship emphasizing on conflict and dispute resolution, employee productivity and greater return flexible labor hours.

(Katz, Kochan, and Weber (1985) established well designed industrial relationship system and explained that fewer complaints, corrective and preventive conflicting issues, lesser absence increased productive and services quality and human capital productivity and efficiency. (Katz et al., 1983) analyzed various creative or innovative work practices which enhanced organization productivity. (Katz et al., 1985) analyzed that quality of employees work life, effective communication at different levels, quality circles, and well organized human capital management system enhanced organization productivity. The different factors which addressed in (Katz et al., 1985) studies are based on effective leadership management and strategic development of the top level management because these senior employees

specially organizational development professionals focused on these factors when they developed strategies, policies and work rules in the organization. (Bartel, 1994) recognized the correlation between adoption and implementation of internal and external training programs and organization productivity and (Holzer, 1987) indicated that wide well developed recruitment and selection in human resource management enhanced organization productivity. The effective and selection process of employees is very important for the organization because in this process, any position is fulfilled by required qualification and skills which effects individual and group performance.

(Guzzo et al., 1985) conducted the meta-analysis research study and established that training and development for the human capital, goals setting among employees and organization, sociotechnical systems design had significant positive impact on organization productivity. Past research studies indicated that effective reward and compensation systems in the organization increased consistent productivity and these systems also attracted other external workforce to become a part of the organization which was beneficial to maintain higher performance of human capital (Gerhart and Bretz Jr, 1994, Weitzman et al., 1990).

Hence, employees' performance as well as turnover influenced on organization productivity and effective human resource climate addressed different negative factors on employee's performance (Brown and Medoff, 1978). Further, many researchers have measured the link between human resource management work practices and financial performance of the organization. (Cascio, 1991, Flamholtz, 1999) analyzed that financial revenue is linked with investment in human capital development and other human resource management practices which are normally considerable for organization success. Correspondingly, in the field of

employees value analysis, (Boudreau, 1991, Schmidt et al., 1979) has analyzed that “employees value of a one-standard-deviation increase in employees’ performance measured in dollars (SD) is equivalent to 40 percent of salary”. The implications of human resource management practices are considerable efforts to increase employee at optimum level. Most quantitative research studies have applied laboratories analysis for the measurement of employee values and productivity. (Becker and Huselid, 1992) has applied field data analysis and proposed that standard deviation of employee value may exceed 40 percent pay. Likewise, (Terpstra and Rozell, 1993) analyzed that important positive link between wide rang of recruitment and selection analysis authentication, and implementation of formal recruitment and selection procedures on organization profitability as well as financial strength. (Russell et al., 1985) established the relationship between the implementation of employees’ formal or informal as well as external and internal training programs and financial performance. The measurement of employee productivity has also been steadily associated with amplified organization financial strength (Gerhart and Milkovich, 1992).

### **Organizational competencies and productivity**

The basic strategies in different research have suggested that organization and success, resources, and productivity should be unique, valuable and important for attaining competitive advantage (Barney, 1986). The knowledge and resource based perspective (Conner, 1991, Wernerfelt, 1984) of the organization, top level management strategies and competitive advantage have recently been produced in both qualitative and quantitative research studies (Amit and Schoemaker, 1993, Barney, 1991, Conner, 1991, Lado et al., 1992). Further knowledge based perspective of the organization; effective human resource system is strengthened to get constant competitive

advantage in accordance with the development of organization specific productivity, multifaceted social relationships, organization history and culture, and best generated knowledge of the organization (Barney, 1992, Reed and DeFillippi, 1990, Wright and McMahan, 1992). The sustained productivity and performance of most developed organizations have unique ability of the human resource management professionals which are very important to maintain smooth working in different levels and production lines in the organization (Ulrich and Lake, 1991). Equally, the degree of effective human resource management systems for modern capabilities and existing competencies, the combination of both contribute in organizational susceptibility and competitive difficulty.

Literature relating to past research studies, employees behavior and psychology viewpoint, have analyzed the relationship between well designed human resource management work practices and organizational sustained competitive advantage (Schuler and Jackson, 1987b, Schuler and MacMillan, 1984). The human resource management work practices are important to analyze strength, weakness, opportunity and threat of the organization where human resource professionals should develop close relationship with external human resource professionals of other organizations which is beneficial to compare existing practice, work rules, policies and procedure and system in your organization with other complete organizations. Further researchers have analyzed that human resource management practices contribute to competitive benefit and are important to develop or strengthen the set of employees’ role performances that result in low human capital development cost and services differentiation (Schuler and Jackson, 1987b).

The resource-based perspective theory and research in the area of strategic human resource management practices are very important in

different ways: it "provides a clear explanation for why human resource management work practices would-and should-be linked to strategy; it posits a testable mediating construct; it helps researchers to tie traditional human resource theories like role behavior to the strategic posture of firms" (Snell and Dean, 1992). However, by introducing the focus on employee's character or values and relationship between employees' behavior and organization productivity, the value of viewpoint does not explain the whole story how the competitive benefit is maintained. The social viewpoint is superficially oriented; rendering in such a way that employees' behavior and organization productivity are mainly analyzed by external conservational circumstances, and internal intellectual developments, through the way how organizational productivity and success are established (Nord, 1969). Moreover, employees' role behavior is measurable and moveable from one particular organization's internal environment to another organization's environment. The behavior is also easily replicated, and given opportunity to get sustainable competitive advantage to any organization.

Incidentally, recent research studies in the area of human resource management have formed a traditional behavioral standard toward well-developed intellectual developments such in compensation and reward, training and development, performance assessments, besides recruitment and selection. Further strategic human resource management practices have mainly promoted employee development and behavior pattern or standards (Jackson et al., 1989, Schuler and MacMillan, 1984, Schuler and Jackson, 1987b). The present acknowledgment among strategic management analyzers and business practitioners raise more organizational internal resource grants as well as resource placement (Barney, 1991, Conner, 1991). The investigation of the role of human

resource management system is important in simplifying and roasting organizational competencies and development. The resource-based view in the perspective of organization system, the sustainable organization capabilities might be the source of continued competitive advantage.

Effective human resource management systems organize and develop the utilization of organizational resources that human resource management system could abolish these capabilities. Human resource management system is the collection of interconnected actions, roles, and procedures which are essential for attracting, organizing and maintaining organizational human resource. The theoretical development in the area of strategic human resource management work practices show the assumption and contribution of effective human resource system to gain competitive benefits. In open system of the organization, human resource management contributes in the growth of top level and meddle managers, input-based competencies, transformational and implanting competencies and outcome or results competencies. Moreover, line management and meddle level management are responsible for their organization achievement and failure (Castanias and Helfat, 1991, Reed and DeFillippi, 1990). Hence, well capable human resource professionals or managers develop different strategies and strategic decision making process by facilitating critical material regarding human capital management issues.

Within resource-based perspective in an organizational framework, the management of the organization analyzes a connection of assets and competences that are not easy to give and take in the market (Conner, 1991, Wernerfelt, 1984). These organizational particular resource and competencies return could not be effortlessly replicated by competitor action which might be the source of competitive



benefits (Amit and Schoemaker, 1993, Dierickx and Cool, 1989). The organizational resources incorporated tangible and intangible factors, human and nonhuman that are organized by the management of the organization which are important to understand human needs and satisfaction about the production of product and services (Amit and Schoemaker, 1993).

Organizational abilities, feature, and mechanisms enable the organization to obtain, establish, and implement its resources which are important to get greater performance as compared with other related organizations (Dierickx and Cool, 1989). Human resource management or organization abilities depended on organization effective capacity to which develop, discuss, and apply the information that maintains desired organizational results through organizational human resource (Amit and Schoemaker, 1993). The organizational abilities that have a vital source of competitive benefits are organizational culture (Barney, 1986), knowledge and education (Teece et al., 1997), procedures (Nelson and Winter, 2009), and free enterprise (Rumelt, 1991). On the other hand, organizational resources and capabilities have been categorized idiosyncratic competence (Fiol, 1991), basic competence (Prahalad and Hamel, 1990), organizational particular competencies (Pavitt, 1991), administrative competence (Ulrich and Lake, 1991), and organizational capital (Tomer, 1987) indicate the wide range of research purpose and hypothetical perspectives.

Organizational competencies describe particular organization resources and abilities that allow the management of the organization to organize, select, and deploy productivity and value-added strategies which are effective to develop, implement, and assess different procedures, rules and regulation, and creative work environment. These effective competencies are based on organizational particular resources, talent, knowledge, abilities, modern equipment

and technology, procedures, and effective work friendly relationship. In evidence resource based perspective, organizational capabilities and competencies are heterogeneous for sustained competitive benefits. The organizational competencies vary when dispersed as well as organized within the present competitive environment and this variation in competences implantation generate different competitive environment in the organization (Conner, 1991, Rumelt, 1991). (Barney, 1991) analyzed that in case organization competencies vary competencies to establish competitive advantage, these competencies must fulfill assumption. First' the organization competencies must be effective and exploit opportunities to understand various issues and threats in competitive environment. Second, only few particular organizations in which specific competitive environment exists, these varied competencies process is applied.

Organizational competencies must be quite secure in order to maintain long time reliable productivity and economic benefits. Effective competencies are constant in such a way it cannot be transferred form one organization to another organization. Moreover, effective practices, organizational culture and environment (Barney, 1986), effective management procedures (Nelson and Winter, 2009), and organizational productivity and image (Weigelt and Camerer, 1988) must not be effectively maintained in different level organizational settings. Constant competencies are raised form different organizational phenomena where repetition of social feature is linked with these competencies. The organization behavior or mechanisms (Rumelt, 1991) comprised a rarer work conditions (Barney, 1991), effective social interaction and relationship, a team work goals setting and production targets (Amit and Schoemaker, 1993), particular resources, implied human capital capabilities (Reed and DeFillippi, 1990),

and fundamental uncertainty (Lippman and Rumelt, 1982).

It is also difficult to develop fundamental links between organizational competencies and organization productivity. Further, organizational competencies have not alternatives for long term benefits to organization performance (Barney, 1991). (Dierickx and Cool, 1989) addressed present resources for a given competencies as "threatens to render the original asset stocks obsolete, typically because they no longer create value to the buyer." Top level managerial competencies comprised the rare competencies of strategic leaders to coherent a strategic mission, values, polices and vision throughout the commitment and empowerment of human capital to understand that these strategic factors (Westley and Mintzberg, 1989). The rare competencies are beneficial for sustained effective organization environmental relationship (Hambrick and Mason, 1984). The top level managerial capabilities and competencies are determined the attainment, growth, and arrangement of organizational resources, the adaptation of these resources into appreciated productivity and efficiency, and the presentation of organizational value and productivity could be the effective sources of constant competitive benefits (Castanias and Helfat, 1991).

Literature relating to past research studies have analyzed that the organization with a well-organized strategic vision will be attained competitive benefits as compare to the organizations which is lacked to develop vision (Hamel and Prahalad, 1989, Westley and Mintzberg, 1989, Prahalad and Bettis, 1986). The vision of the organization which based on effective strategies is intellectual pictures (Weick, 1991) that deliver the fundamental reason for collecting, implanting and assembling capitals within work environment and among the different strategies in the organization

(Prahalad and Bettis, 1986). The strategic vision of the organization is focused on different organizational capabilities toward the well planned achievement of organizational goals (Westley and Mintzberg, 1989). Organization strategic environment is focused on shared values (Morgan, 1986), managerial productivity specially line and human resource managers, cognitive employee interpersonal relationship (Smircich and Stubbart, 1985).

The environment objects of the organization are endorsed through different production and process teams, and collective interpersonal relationship between top level management and middle level management (Smircich and Stubbart, 1985, Daft and Weick, 1984). Further organizational internal input-based competencies is includes intellectual values and capital, human capital resource and management, skills, abilities, capabilities, and organizational transformation process and procedures that develop effective quality of product and services which valued by customers and competitors(Lado et al., 1992). Past research studies relating to organization strategic perspective indicated that the organizational competitive benefits are based on management competencies, abilities, and utilization of existing resources which are capable to accrue modern unique resource more efficiently and effectively as compare to opponents (Mahoney and Pandian, 1992, Prahalad and Hamel, 1990).

Input based competencies are affected by the productivity and strategic vision of the top level management (Prahalad and Hamel, 1990, Prahalad and Bettis, 1986). The vision of top level management provided the knowledge and creative management of organization vision to the customers. In the competitive market in which different strategic resources of different organization are exist; the management of the organization has a opportunity to get maximum profitability, acquisition and deployment of resources (Barney, 1986). the organization who

human capital have a high skills, capabilities, abilities, talent, knowledge, and efficient assessment of organizational strategies may be understand high productivity as compare to competitors (Amit and Schoemaker, 1993, Abelson and Baysinger, 1984). According to (Barney, 1991), the available information irregularities in the strategic issues and the organization have rare skills and competencies to earn more profit by proper implementing different strategies and resources. Furthermore, the internal human capital of the organization facilitated the conversation as well as operation of human resource management work practices that are difficult to assess and monitor.

Effective human capital of particular organization refers to the high qualified education and knowledge, services, and capabilities (KSAs) learned on the job. The organizational capabilities and competencies are effective for the replacement costs and sustained application of current human capital. (Williamson et al., 1975) maintained that "internal labor markets, by engendering collective bargaining (which places emphasis on objective task characteristics rather than on the subjective, idiosyncratic knowledge, skills, and abilities of workers as the basis for determining wage structure), serve to reduce workers' proclivity to be-have opportunistically".

### **Human resource management and organization productivity**

The empirical research studies in the area of strategic human resource management practices has been indicated the importance and role of strategic human resource management on organization performance and productivity (Arthur, 1994, Huselid et al., 1997, Huselid and Becker, 1996, Gerhart and Milkovich, 1990). However, past research studies is lacked to identify the complex issues in the organization

which need further attention. Senior human resource management and line manager's professionals are developed well organized system which is beneficial for the attainment desire objectives. Effective human resource management decision is influenced in organization productivity either developing strategic importance or effective relationship at workplace. In particular, strategic human resource management decision making has been measured a new creative source of value creation which important for the development of effective management at all level in the organization (Hamel and Prahalad, 1994). Moreover strategic human resource management professionals has been focused on human capital implementation and development cost reduction, organize different feature of organizational strategies which important for effective operation in across lines, and increase effective human resource climate efficiency.

On the other hand, the optimistic labor market responses to human capital cost reduction analysis are important for the interaction of strategic human resource management work practices and employee attitude and perception about the efficiency of human resource management. The new modern concept in human resource management as the part in the strategic making can be more effective for the development of effective line management efficiency as well as bottom line firm performance. The basic theme to shift human resource management to strategic human resource management is toward more value creation and strong ethical value of the human capital. The different strategies relating to human capital is now the major concern for both develop and under developed organization because these human capital paly a strategic impact on the productivity of the organization. The modern perspective of strategic human resource management directly contributes to the development and implementation of

operational and strategic objective of the organization. The new strategic role for the human resource management has generated the interest outside the normal particular human resource management research, and the strategic technique attracts on leadership development, psychological thinking among employees, economic value of the organization, desire financial value and other various strategies.

Understanding the multidisciplinary approaches for modern strategic management, the effective human capital leadership skill and strategies are important to create sustainable value and relationship at workplace. Literature relating to past different research studies have been addressed the financial value of developments in workforce selection as well as other traditional human resource activities (Dunnette and Hough, 1991, Schmidt et al., 1979). However, the analysis of traditional human resource management has been developed internal confidence of the role of human resource management in the organization (Alexander and Barrick, 1987). Moreover, empirical research studies have addressed different issues of the implementation of human resource policies and the human resource management decisions has directly impact on outcomes which related to line and other managers performance, human capital performance, productivity, revenues, excellence, and survival of the organization. In addition, the human resource management as a strategic role is very important in order to get effective relationship among employees which is beneficial to increase work performance, job satisfaction and commitment, work integrity and value, and productivity and efficiency.

The researches of human resource management propose that the traditional role of human resource management process and procedures has been shifted as the strategic process and procedure in most organization. The sifted of human resource management work practices

should have equal importance for both senior human resource professionals and line managers. Certainly, creating the strategic impact on human resource management requires proper policies, procured and focused system, effective alignments both human resource system and on other strategic operations in an organization which is essential for the development of strong as well as closer relationship between human resource professionals and line managers. Moreover the line managers and human resource managers are equally responsible for different issues concerning workforce. These issues such as employees' satisfaction, accidents or burnout, and conflicts among workers may reduce level of effective relationship and fulfillment of production targets. The qualitative past research studies proposed that effective human resource management system can be a vital source of organizational productivity and continued competitive advantage at the time when both internal and external of the organization was fit for desired objectives (Baird and Meshoulam, 1988, Lengnick-Hall and Lengnick-Hall, 1988).

Literature relating to past research studies in the area of organizational strategies has increased its importance with relation to strategic human resource management, for maintaining organization productivity and competitive advantage in the market. In the light of resourceful and knowledge-based organization (Barney, 1986, Barney, 1991), many organizations can develop productivity and sustainable competitive advantage by developing effective social relations among workers, values and unique service as compared with its competitors. The traditional human resource management work practices such as natural resources, technology, modern equipment, employees' values, and human resource development activities can be copied easily, especially in a difficult and complex social system in an organization. In this situation,

effective human resource management work practices are important for the development of effective social relationship, productivity and competitive advantages in the market (Lado and Wilson, 1994, Pfeffer, 1995b).

The concept of strategic human resource management system as a strategic asset has insinuations for different features as well as the influence of such a system. Human resource strategic assets are "the set of difficult to trade and imitate, scarce, appropriable, and specialized resources and capabilities that bestow a competitive advantage to a firm" (Amit and Schoemaker, 1993). In human capital investment, economic scale, smooth working and effective social relationship, a well effective human resource management system is an "invisible asset" that develops value when the different operation is so entrenched of an organization. The discussion and interpretation focus on highlighting basic capabilities industrialized by (Prahalad and Hamel, 1990), who analyzed that conservative assessment of economic value such as the comparison in labor market and present value of assets reflect basic capabilities of people.

Moreover, it is difficult to imitate effective human resource management strategies that are essential for the success of organization (Barney, 1991, Collis and Montgomery, 1995). It is more difficult to hold and understand the well-developed system that interacts with human resource management work practices and strategies produces value in the organization. Further, in order to understand the multifaceted system in the organization, it is important to understand how different factors such as leaders and employees' interaction, top level management and employees' interaction, task interaction and peer employees interaction are interacting within their spheres. In preservative or multiplicative work environment, management and social researcher are a long way to understand precise nature of these

interactions. Moreover, without understanding the effective human resource management system in an organization, it is possible to reproduce these interactions with combine activities of human resource professionals and line managers. Even it is difficult to understand and reproduce valuable human resource management system that can manage organizational capabilities and productivity.

On the other human resource management work practices are path dependent. The effective consistent and different polices of an organization that have been developed over a time cannot be purchased by the competitors. The competitor can understand the system which is valuable for an organization but it requires full organized and developed strategies for the implementation of these systems. Further, there are many limitations for the management of an organization to successfully reproduce social multifaceted essentials such as effective human capital, leadership skill in top level management and effective human resource climate that play an effective role for the development of social interpersonal relationships among workers. The consistent work environment and their link between human resource management and organization productivity have been analyzed that express the effective human resource management decisions encourage in creating value in an organization. These value creating activities of human resource management are adequately exceptional to generate constant competitive advantage. Literature relating to past research studies of the link between human resource and organizational productivity has addressed a single human resource management practice such as reward (Gerhart and Milkovich, 1990) or selection (Gerhart and Milkovich, 1990).

The assumption for the implementation of strategic human resource management activities is the impact of various human resource management decisions which is preservative and

is not suitable for internal as well as external resource based view of the organization. In perspective of resource based system, the management of the organization suggested the importance of "complementary resources," that worker policies and work practices have been limited to gain competitive advantage (Barney, 1995). A well-organized human resource management system may be more effective than the combination of the parts, internal and external fit, and other social factors (Amit and Schoemaker, 1993, Becker and Gerhart, 1996, Doty et al., 1993, Dyer and Reeves, 1995, Tsui, 1990). Other research studies have suggested that the best work practices for managing employees was that positive organization productivity, worldwide, and preservative approaches (Appelbaum, 1994, Kochan, 1994). (MacDuffie, 1995b) analyzed two different approaches are in fact opposite. (Pfeffer, 1995b) analyzes that the empirical quantitative support for contingencies is not suitable as compared to "best practice" perspective approach. Therefore, in the perspective of best practices approach, academic and business practitioners focus on high performance human resource management strategies and organizational productivity.

(Arthur, 1994) analyzed high level performance and human capital management system in an organization and stressed the commitment system particularly low importance on adjustable reimbursement. (Huselid and Becker, 1996, MacDuffie, 1995b) has analyzed that high performance work system have significant impact on variable pay. The effective human resource management strategies have provided important guidelines regarding employees' complaint procedures in the organization which is important for minting effective work friendly relationship. (Huselid, 1995, Pfeffer, 1995b) analyzed high performance activities at workplace and (Arthur, 1994) encompassed these human resource management work practices as rudiments of more system which are

beneficial for productive environments. (Becker et al., 1998) has analyzed two major human resource management practices especially bureaucratic human resource and found that these work practices have economically and statistically positive as well as negative impact on organizational financial strength in two dissimilar figures.

The best practice of human resource management requires some explanation and implication at workplace. The concept of human resource management is normally used as a policy and the breadth of organization. At policy's level, the well-designed human resource management practices provide particular kind of assessments or group work system that might create standards of procedure of particular work. The contained supposition of bench marking is that the impact of best human resource management practices is generalizable instead of organization explicit. There may be some misunderstanding regarding human resource management policies and practices as well as generalizability of the impact of these practices. Although human resource is focused on different level of work practices, the strategic emphasis implies to generalize best practices in the organization. (Pfeffer, 1995a) analyzed different management practices and identified high level productive worker performance system that is fit for organization environment. The elements of high performance human resource management system in which values, integrity and reward of the employees might be properly managed and also generalized best human resource practice within the organizational culture.

The effective relationship between the level of human resource management practices and their generalized impact on organization productivity is a single dimension that may prove best human resource architecture. But the other integrating policies and procedures in a specific organization, the individual work performance

and task must be associated with one another and be aligned with high performance human resource system that effect the overall productivity of the organization. In the light of above discussion, the best work practices of the organization must be aligned with consistent human resource management system (Milgrom and Roberts, 1995). Hence, two different organizations have followed diverse work practices according to their particular environment but the human resource management practices may have been quite similar.

Many academic researchers and business practitioners believe that employees' productivity and performance are linked with the level of an organization's consequences. Recent research studies in the area of human resource management have suggested that collective human capital of an organization should provide a unique source of knowledge based on competitive advantage that is problematic for the management of its competitors to develop same system to their workplace. (Wright and McMahan, 1992) conducted a research study with the theoretical foundation of (Barney, 1991) resource-based theory in organization context, and analyzed that effective human resource management can be beneficial for the source of sustainable competitive advantage when the core theme and requirement of human resource management are met. The human resource management professionals must add value and productivity in the production systems and the quality level of employees' performance. The human capital skills and development must be unique where major focus should be on employee's productivity. (Wright and McMahan, 1992) suggested that all well-organized human resource management practices should follow these criteria in combined human capital investment on employee's performance and organization productivity. While human

resources management is not a basic theme as the same level of other equipment, facilities, human capital development investments can reduce organizational productivity, financial strength and competitive advantage in the market. Hence, effective human resource management must not focus to replace advance technology and other effective substitutes if these are providing the competitive advantage.

Although employees' development technology may return less as compared with the investment of human capital, the modern development and shift toward unique services may form substitution increasingly less probable. Further, (Wright and McMahan, 1992) focused on the importance of human resource management creation for organization specific competitive advantage. (Boudreau, 1991, Bailey, 1993) has analyzed that the services of human resource management are commonly underutilized because human capital of the organization frequently lacks to perform optimum level of performance and the organization productivity may reduce due to employees' performance. Moreover, human resource management practices can be affected due to the influence of employees' current level of skills, performance and motivation through particular structures that provide human capital capabilities and performance.

Human resource management practices affect the skill of employees through the achievement as well as development of organizational human capital. Further, recruitment and selection process in human resource management provide a large talent pool of qualified candidates which is beneficial in fulfilling future demand and supply of human resource. The recruitment and selection process would influence considerably on the quality level of new employees' skills and development. In order to provide formal and informal training, the core capability, skills, competencies, work experiences, on job coaching, management development and

mentoring can influence on employees' productivity and development. The effective well developed internal and external training program as per employee's requirement is important for sustainable productivity. Further internal training program should be developed in collaboration with line managers and human resource managers through the effective implementation of training need assessment of employees in the organization. Trainers of internal training program are normally the human resource managers or technical managers who impart training to perform below their performance expectation level. The external program is conducted outside the factory while external trainers are provided the training within the organization. The productivity and efficiency of even high performing employees are limited if the management of the organization does not effectively develop internal and external program in the organization.

However, human resource management work practices motivate and encourage employees to work both hard and smart in the organization. The employees' encouragement, motivation, and relationship are also linked with their leaders while these leaders develop effective strategies to motivate the employees in in order to perform more than the expectation level. Moreover, the top level management of the organization focuses directly to motivate employees and their positive behavior which includes effective performance assessment of employees or team work performance. These assessments have close link with employees' reward, incentives and job promotion. The implementation of employees' promotion system is based on employees' performance, effective relationship among other workers, and incentives which align employees and organization goals.

(Bailey, 1993) addressed that the highly qualified, motivated and skilled workforce will

give limited performance if the responsibility and job are structured or planned, because they probably understand their abilities and work better than the organized job. These employees have not better opportunity to apply their skills in a better way and develop unique design to perform their role effectively. Hence, a well-designed human resource management work practices influence human capital productivity and performance through effective development of different production or operational line and job structure that motivate and encourage job autonomy, integration, and effective social relationship in the organization. The well-developed human resource structure and climate allow the workers to enhance their tasks and responsibilities. Different level line management team, cross-functional work group, effective relationship among employees in different levels or positions, job enlargement, job rotation, quality circles are main activities which are used in modern effective human resource management climate and structure.

Literatures relating to past research studies have clearly proposed that behaviors of the employees within organization environment have important insinuations for the organization productivity and success. The effective human resource management work practices influence employees' productivity through their effect on employees' effective social relationship, commitment, satisfaction, motivation, and encouragement and organization structure. Moreover, effective human resource management practices are related to different human resource climate dimensions and these dimensions such as job autonomy, employee integration, communication, social relationship are important to understand the behavior, motivation level, commitment and job satisfaction. The human resource climate dimensions are linked with employees and organization performance while human resource management work practices play a vital role in



increasing employees' flexible efforts. Effective human resource practices have direct effect on employee's turnover, commitment and productivity. In term of human capital investment, human resource management practice exceeds cost human capital, lower turnover in order to enhance financial strength and productivity.

### **Strategic human resource management**

Strategic human resource management anticipates demand and supply of current and future human resource needs in order to achieve strategic goals relating to human capital of the organization (Armstrong and Taylor, 2014, Huselid, 1995, Huselid et al., 1997, Storey, 2001b). (Jackson, 2012) refers that "Strategic human resource management as the process of aligning HR strategies with the business strategy to accomplish the performance goals through the employees' competency and commitment". Moreover, (Bratton, 2007) analyzed that Strategic human resource management is an approach to take decisions on the intention, plans of the organization concerning the employment relationship, the organization's recruitment, training, development, performance management, the organization's strategies, policies and practices. The basic aim of strategic human resource management is developing the coherence between human resource planning and overall strategic planning of the organization (Agarwala, 2008, Baird and Meshoulam, 1988). It also concern with the planning, implementing and assessing the human capital development related to other strategies of the organizations (Hitt et al., 2001).

An Effective human resource department creates a managerial impact on individual as well organizational effectiveness (Becker and Gerhart, 1996, Arthur, 1994). It brings uniformity to organize manpower relationship and other work friendly practices of human resource management (Delery, 1998). The concern of

human resource management system is improving workers awareness, skill, ability, performance, enthusiasm and donation towards career opportunity (Ferris et al., 1998, Jackson and Schuler, 1995). Moreover human resource management systems contribute managerial success in multiple ways and reaching their objectives and goals. The basic element of human resource management is to manage a key position of the company that creates strategic impact for the productivity and efficiency (Scullion and Collings, 2011, Collings and Mellahi, 2009b). It also manages all level of authorized manpower of the organization (Collings and Mellahi, 2009b, Vaiman et al., 2012). In accordance of these activities, the best candidate for recruit through effective advertising and reaching out to potential employees. Further, recruitment is also involves not only hiring of new workforce but it also manage exiting manpower (Parvata, 2012). Therefore, management of the organization need a proper recruitment process for managing the entire workforce and ensure workforces are covered.

Employee work friendly relationship and human resource practices is very important to maintain sustainable growth of the organization (Allen, 2001, Epstein and Buhovac, 2014, Younger et al., 2008). It shows the relation among employees as well as the effectiveness of the organization. The management must understand the employee's effectiveness toward their job and other workforce in the organization (Dowling et al., 1994). Human resource management develops proper recruitment and selection process for the success of its overall operations and objectives. They provide require training for the skill improvements and intensive level of compensation such house loan, medical, for their employees. At the time of recruitment and selection process, management recruit right candidate for right position in order to maintain productivity in the organization. They conduct

multiple interviews such as group discussions, paper based interviews, on job interviews. The major concern of management is to check, skill, ability, personality and cognitive skill of the applicant in order to matches the requirements of the different positions. Moreover, after completion of recruitment and selection process the right employees was selected on required position than management start concentrate job trainings, such as internal and external trainings. It also gives good compensation to increase worker gratification, job performance and organizational productivity (Masi and Cooke, 2000). Workforce capital value and assessment is another important process which performer by in- house human resource department of the organization. Internal human resource professional are experts to develop the importance of human capital among bottom line workers(Hitt et al., 2001). In organization, the assessment of human capital is critical because many workers perform multi-level functions and duties(Goh, 2005).

The work practices of human resource department also include handling conflicts among employees in the organization (Schuler and Jackson, 1987a, Wilmot and Hocker, 2001, Allen, 2001). Workforces are belonging to different background(Spector, 2004), nature(Doverspike et al., 2000), demographic(Jamieson, 1991), culture(Hugo, 2005), attitude, work style and experience(Schofield et al., 2006). So there is chance of conflict and dispute among that may create a serious situation on workplace. Further human resource department organize, training secessions, group decisions, seminars, lectures to enhance employees coordination, friendly relation to resolve conflict among these employees (MA, 2000). Human resources department assess the need for training to enhance current workforce skill. When Organization in learning period or reengineering their current process and structure than the

main concern of human resource department is conduct training and development program which build morals and reduce resistance of change among employees. Human resource management is to provide training for their employees in order to enhance improvement and effective work environment.

Effective human resource department work practices also focus employee's satisfaction to their assigned task and responsibilities(Ostroff, 1992, Chiok Foong Loke, 2001). Human resources department responsible not only development activities but it also focused build employees satisfaction regarding their job. They organize exit interview strategies, employee's survey and open group discussion to determine the level of satisfaction for their current workforce(Koys, 2001). Further human resource department is important to analyze the reasons which cause for dissatisfaction of employees and address various ways to build motivation among employees (Miller and Monge, 1986).Human resource department also concern to build employees commitment and empowerment. Empowerment is also important to maintain smooth working, reporting level in the organization(Chiok Foong Loke, 2001). It also enhances the integrity, transparency, and openness among employees. Employees have a better decision making ability and they well know the current situation in organization. Empowerment among employees also increase promotes decision making and employee's involvement(Conger and Kanungo, 1988, Kirkman and Rosen, 1999). Such a system "employees are given more decision-making power, and teamwork is encouraged. For example, a small-business owner may want to shift from focusing on the day-to-day functions of the business to expanding the business. This requires trusting employees, training them, and giving them more decision-making authority". Human resources department has a strategic impact for the performance of organization. It

developed the process and procedure for the development of employees. It is also beneficial for budget control such as they recruit right employee, provide better benefits and right reward in order to reduce manpower administration costs (Greve, 2003). Further, human resource department regulate wage rate in accordance to labor market, employment trends, wages calculations. So HRM is help to control budget relating to workforce and ensure high quality work which leads to overall profitability of the organization (Chew and Chan, 2008, Kaplan and Norton, 2001).

Human resource professionals core function is to reduce turnover at best level (Guthrie, 2001, Guthrie, 2000). They know the cost of new recruitment and selection, training and other activities and can be exorbitant for employers, especially small businesses. So human resource department reduce employees turnover and reduce expense relating to advertisement of new jobs, benefits hiring benefits, training and development process (Shaw et al., 2005). With the concern of Human resources department, management of the organization is to understand the current performance of the organization (Koys, 2001, Patterson et al., 2004). Human resource staff develops the plan to measure the performance of employees and organization as whole. Further, employees whose performance falls below the employer's expectations can continue on the payroll, thereby creating wasted money on low-performing employees.

The importance of human resource department is also rapidly increased because they also concern to occupational safety/ job-related well-being to the workforce of the organization (Arthur, 1994). Health and safety is a big issue that faces much organization. Work of the organization does not agree to work in dangerous and critical process because there is lot chance to occupational injuries amongst employee during their work. So the employees'

health and safety develops the morale and ensure clinic facility if any accident happened. Such incidents can also potentially jeopardize the business. In small manufacturing organizations, managers may focus the HRMS on improving occupational safety. Effective human resource department develop succession planning for their workforce. They promote their employees in leadership role according their capabilities, skills and ability. These activities ensure employees and organization guarantee toward future success.

### **Framework of strategic human resource management**

The basic function of human resource management is to involve and integrate all level of employees in the organization. Further, manpower planning and forecasting is made by human resource staff. Human resource manager is also involved in separation such, firing, retirement, contract discharge. Human resource manager is responsible for people management in the organization (Dowling et al., 2008). Traditional human focus on orientation and trained the employees for certain job. Moreover, strategic HR manager is also concern to human capital toward strategic process activities and leadership decision making (Dowling et al., 2008, Boxall and Purcell, 2003). Reward, compensation and benefit another process which is manage by human resource manager in organization. In this, manager organizes, different job assignment, job promotion, job rotation activities which give direction to employees to their desired goals (Gomez-Mejia et al., 1995). The fundamental innovation in workplace and human capital is force human resource management of move in strategic human resource management. Now a day human resource management considered a critical strategic partner of business activities and overall objective of the company. Strategic

human resource management is more concern on strategic decision making and issues as compare to focus traditional operation in the organization(Agarwala, 2008, Al-Khoury, 2012). SHRM encompasses to manage human capital and integrating policies, plan, strategies and other human resource process within the framework of a company's strategy. It also ensures that all operations, technological change and other decision making are performed by the workforce of the organization. It focus to implement cooperate strategies, HR systems, with integration of organization goals into human capital management systems. Therefore, the different approaches and process are followed according to type and nature of business. However, human resource management program and procedures must integrate with the framework of organizational objectives, vision and mission(Gomez-Mejia et al., 1995). The rapid change in technology and economic situation, organization move to recruit diversity and management. Human resource department is focus to manage the culture and work climate accordance with diversify workforce.

Human resource manager must develop certain plan and process with compliance with organization policies, labor law and strategic aligned with other organizations: Analyze and understand the Strategic Problems of organization problems rather than focused just human resource bustle develop strategic analysis and framework for effective human capital development activities with the accordance of business operation and results(Baird and Meshoulam, 1988). Develop leadership traits among pivotal human capital to take a clear transparency form top level management to bottom level employees(Avolio and Gardner, 2005, Kavanagh and Ashkanasy, 2006). Strategic Human resource management organized efficient work force planning and Strategic inter-departmental collaboration and

coordination. Chang is important for alternate business strategies according to technology, economic condition and human resource debarment forecaster required to increase business efficiency.

Strategic human resource management has played an important role for development and implementation of human resource strategies in the organization. In development stage, management of the organization analyzes the strategic objects of the organization and what are the used to translate these objects in to unit's objects management of the organization also anticipate performance drivers which influence human capital structure, Skills and motivation level(Wright et al., 2005). On the other hand implementation strategies includes: rigorous preliminary analysis of the strategic needs of the business and how the strategy will help to meet them, A communication programmed that spells out what the strategy is, what it is expected to achieve and how it is to be introduced, The involvement of those who will be concerned with the strategy, i.e. line managers, in identifying implementation problems and how they should be dealt with, The preparation of action plans that indicate who does what and when and Project managing the implementation in a way that ensures that the action plans are achieved. Human resource management Strategy indicates the current position of human capital of the business and allocation of human resource within and outside organization(Boudreau and Ramstad, 2005). These strategies articulate reason and object of human resource management itself and in the organization. Best-fit approach focuses on contingent coordination and strategic alignment with human resource policies and practices to business strategy and in turn the external context of the firm. Human resource professionals take different approach such as vertical Integration, various life cycle models in

order to get competitive advantage(Kochan, 2004).

Human resource management focus in this strategy to increase labor legislation, employment relationship such as prohibition of discriminatory practices, occupational health and safety, retirement benefits, and tax regulation. In this strategies, human resource professional conduct different procedures and cut down the cost at minimum level(Wright et al., 2005). Management conduct limited training and development activities, focus to job rotation rather to encourage new recruitment and selection cost. In this strategy, human resource management concentrated to enhance the quality of existing process. Management focus competency-driven, job descriptions and involvement at job level. It encourages individual and group performance targets for reward and continuous training and development. In this strategies, human resource manager understand the given human resource of the organization. They indicate that current workforce is strategic strength and who can get competitive advantage in enhancing productivity and efficiency as whole (Collins and Clark, 2003). Technology advancement strategy has increased their importance science 1990. When increase globalization, technological breakthroughs and internet reduce world into global village. This strategy focus to reengineering their process and frequent, with several initiatives, such as right sizing of employee positing , reducing the layers of management, reducing the bureaucracy of organizational Structures, autonomous work teams, and outsourcing.

### **Organization climate**

The basic concept of organization climate is not clear due to misunderstanding in its definition and lack of consistency in operating the organization. The organizational climate depends upon the perception of the employees of the organization. The central approach of

organizational climate is the combination of the communal perceptions of the employees towards organization actions, its performance besides systems and process. Employees' perceptions are more related to descriptive nature rather than emotional or evaluative (Schneider et al., 1998). Most recent research studies have suggested that the robust or affective components of the environment have more positive effect on the climate of the organization (Patterson et al., 2004, James and Jones, 1974). In the light of individual level analysis of an organization, the perception of the employees was referred as the psychological climate toward different events (James and Jones, 1974). The perceptions of different employees indicated that work practices, social relationship among employees and overall environments are effectively represented performance and importance of employees in an organization (James and Jones, 1974, James and Sells, 1981).

Most quantitative research studies have analyzed the impact of organization climate on team work, departments, units or the organization as a whole. The climate of the organization has been analyzed by combining the employees' score at suitable level and applying the means representing the climate at that level. The collection of employee's behavior, attitude and perception is very important indicator that analyzes the current level of organizational climate. The basic purpose of gathering employee's data for measuring organizational climate is essential because the behavior and perception of employees are also based on the internal environment of the organization that can be recognized through the demonstration of important variances between employees and work agreement in perceptions within units (James, 1982).

The agreement based on the perception of the employees in an organization suggests a communal task of psychological sense that permits employee perceptions to be combined at desire level of concept. Most recent research studies regarding the concept of organization climate and employees perception are major concerns of collective rather than psychological climate (Schneider et al., 2000a). The effective development of organization climate strengthens the current importance of different theories regarding organizational research (Schneider et al., 2000b). The desired level of organizational climate, social relationship and culture are not properly analyzed. Therefore, theoretical variation as well as corrective variation cannot define the actual importance of climate within the organization.

Many research studies have exposed the discussion about the variation in organization climate and culture of the organization, while some research studies are applied on organizational climate and culture interchangeably. (Goodman and Svyantek, 1999) first applied the data collection structure questioners related to the concept of organizational climate and then operationally determined the various dimension of organization culture. (Litwin and Stringer Jr, 1968) described diverse variables measured by organization culture perception as the assessment of employee's share values that establish the perceived workplace environment, and employees' value and belief are used as the main elements of organizational culture.

Thus, the major problem regarding the concept of organizational climate and culture has not been cleared which result in overlapping due to different past research studies. Moreover, there is not any proper discussion that can cover the similar concept and understanding on both organizational climate and culture because both concepts define different past experiences of the employees to their workplace environment.

According to (Schneider et al., 2000a), organizational climate show the images of different things that occur to the individual at workplace. Organization climate is based on the collective behavior of the employees and the organization as whole. Organization climate represents the safety and supportive services showing the various patterns of employees' behavior concerning to workplace safety and services. The culture and climate of the organization are important for developing effective creative work environment, efficiency and effective work friendly relationship.

Organizational culture is based on the existing pattern in which employees perform their responsibilities. The basic relationship between share values and different existing pattern of employees belief apprehended by workforce is explained the overall culture of the organization. (Svyantek and Bott, 2004) suggested the proper understanding which is beneficial in understanding the difference between organizational culture and climate. Organizational culture has been referred as the particular collection of employees share value and norms that develops with the co-workers, management and customers. Moreover, the concept of organizational climate is more related to the collective behavior of employees regarding innovation, productivity, effective social and friendly relation among employees, workplace safety, creativity and effective services. Therefore current dissertation is more related to the concept of organization climate especially human resource climate and their dimension (job autonomy, employee integration) which may influence on work friendly relationship, behavior and productivity in line management especially of line managers, and organization productivity. Moreover, the human resource climate dimension may influence on the effectiveness of leadership in an organization which effects organization productivity.

The effective climate of the organization represents employees' attitude and perception regarding various policies, work practices, process, pattern, and effective procedures. These patterns interact with the behavior that strengthens innovation, productivity, and effective relationship among workers. Hence, organizational climate can be defined as the fundamental appearance of particular culture (Schein, 1985, Schneider, 1990). In order to measure the values and culture of the organization and related assumptions, the individual or team work can support to define the perception of the organizational climate. The major concern is to understand the proper difference in organizational climate and culture which have influenced different approaches to assessment. Most research studies on concept of climate are exploiting quantitative data collection tool which is applied across numerous organizations, while most research studies on the concept of organizational culture are applied on qualitative research strategies and focus on only one organization.

The different dimensions of organizational climate were a basic assumption of various qualitative and quantities research studies in the area of organizational climate in which the social environment could be categorized by narrow dimensions. (Campbell et al., 1970) analyzed four dimensions organization climate, these dimension such as employee autonomy, consideration, rewards orientation, and level of construction levied on the condition. Literature relating to different past research studies was also applied on these four dimensions and address the number of different work outcomes such as job stress and lack of agreement, job autonomy and challenges, top level management integrity and transparency, effective leadership support and facilitation, tram work, and work friendly relationship among employees (James & James, 1989; James & McIntyre, 1996; James & Sells, 1981). The

developed targets of individuals or all-inclusive perception to their work environment could be utilized in different organization or industries (Jones and James, 1979, James and Jones, 1974). However, a number of organizational climate dimensions were recognized by the target assessment of multiplied, and confusion in theoretical progress.

(Glick, 1985) addressed the shortened list of the dimension of organization counting leader's emotional distance (Payne and Mansfield, 1978), top management integrity, consideration and trust (Gavin and Howe, 1975), level and flow of communication (Drexler, 1977), share value and clear transparency (Payne and Mansfield, 1978), risk alignment (Lawler et al., 1974), service quality (Schneider et al., 1980) fairness (James, 1982), and importance (Joyce and Slocum, 1979). (Payne and Pheysey, 1971) developed the additional measuring scale for the analysis of customer services, influence of the quality level of effective information, and capability to manage overall culture of the organization (Payne et al., 1992). (Schneider et al., 2000b) used multidimensional procedures of organizational climate and analyzed that specific climate methods have focused on the interest of the employees and organization.

(Schneider, 2000) had analyzed that different dimensions of organizational climate would be changed depending on the objective and research question of particular research and area of investigation while different basic measurement of organization climate was not suitable for each research study. The analysis of (Schneider, 2000) research studies has encouragement for the development of various measurement of organizational climate such as effective safe service (Schneider, 1990) as well as innovative work practices (Anderson and West, 1998).

On the other hand, it is important for the management of the organization to understand both internal and global work environment visions and perception. The global technique is beneficial when the research focus on overall picture of climate and organizational operation that understanding the whole organizations operations (Ashkanasy and Jackson, 2001, Ashkanasy et al., 2000). The multidimensional global technique of organizational climate could be effective to analyze the influence of specific dimensions on particular productivity and creativity (Ashkanasy et al., 2000).

### **Organization climate and work productivity**

Literature relating to past research studies has been proposed that effective organization climate and perception are linked with several major outcomes of individual, unit and the organization as a whole (Rousseau, 1988). These outcomes was such as job satisfaction (Mathieu et al., 1993), employee productivity and efficiency (Brown and Leigh, 1996), and the productivity of the organization (Lawler et al., 1974).

In global perspective, the concept of organizational climate has been linked with the work productivity and efficiency of the organization. (Brown and Leigh, 1996) has been analyzed that the organizational climate perception and encouragement were positively correlated with top level management productivity and performance. Organizational climate was relate to team performance across various levels in the organization (Griffin and Mathieu, 1997). (Day and Bedeian, 1991) has been analyzed that employee's productivity and efficiency, work relationship, commitment and satisfaction remained better in accordance with their desired perception and supportive work environment. The service climate of the organization is linked with the perception of customers about service quality (Schneider et al., 1980). Moreover, Safety climate within the

organization is linked with health and safety measures as well as safety behavior of employees (Hofmann and Stetzer, 1996). Literature relating to past research studies in the area reengineering and innovation proposed that group climate has influenced the innovative behavior and efficiency of the top level management (West, 2002). While understanding the dimension of organization climate with relationship to different outcome, the effective human capital management development is randomly explaining the different theory.

The organization clime is based on climate at different level, departments, and units within the organization. Moreover, effective human resource clime within the organization is associated with employees' productivity and efficiency, commitment, effective integration, social relationship and effective level of communication. Effective human resource climate dimension is very important for management of overall human resource within the organization. This climate dimension is beneficial in order to implement human resource policies, procedures, rules and regulation at workplace. Research in the area of organizational climate is also unable to define the theoretical foundation and a number of variations could not properly measure the existing level of climate at workplace.

### **Human Resource Climate and organization productivity**

The community framework on the organization has impacted by the particular design that has developed on the base of overall organizations polices and systems. Human resource climate of particular organization has also developed for creating rouses interaction among the management. An official organization structure and design that provided an effective integration system among the management has offered chances to create work friendly culture (Riordan and Griffeth, 1995). The management of the



organization has given more concern to organize effective interpersonal relations among employees at work (Chiaburu and Harrison, 2008b, Scaduto et al., 2008) which indicate the modern work friendly relationships as compared to focus on particular tasks and job responsibilities (Chiaburu and Harrison, 2008a, Simon et al., 2010). In addition, work friendly relationships have been considered as a main strategic operation of the organization. In a work friendly climate, job integration, job satisfaction, job autonomy, as well as increased productivity and efficiency. Moreover, an effective work environment also increases the performance of employees as well as the organization as a whole. On the other hand, workers are fully satisfied with their task responsibilities and the probability of work conflicts is less based on an effective work friendly climate. Moreover, effective human resource management systems, policies, and procedures have enhanced teamwork opportunities, frequent interaction that increases work friendly relationships as well as the overall culture of the organization (Simon et al., 2010, Lengnick-Hall and Lengnick-Hall, 2003b). In addition, effective collaborative work practices that enable work friendly relationships, structures, procedures, and systems are also linked with satisfactory results of the organization. These collaborative work practices increase productivity and efficiency levels.

The work practices that highlight employee work friendly culture and focus on human capital development within the organization are linked with desired outcomes. These organizations are majorly concerned to focus on effective flexible orientations as well as effective fulfillment of key positions within the organization (Quinn and Rohrbaugh, 1981). Therefore, the effective management of work friendly relationships in the organization is dependent on job integration and job autonomy, orientation, and values (Lambie and Sias, 2009). On the other hand, human resource management professionals have

followed best practices for job integration and orientation processes of employees because effective orientation systems have a positive impact on employee retention (Ortega, 2001) and satisfaction (Heriyati and Ramadhan, 2012). Organizations that internally focus on effective and flexible orientations and develop integrity of employees are more productive as well as provide a positive work environment for the development of work friendly relationships in the organization. The management of the organization also focuses on strategic approaches and procedures that increase the positive work environment and employees' well-being. Further, the management of such organizations is implemented through human resource, especially strategic human resource, modern approaches that reflect flexibility in overall operations. Organizations which have a strong flexible environment are considered to implement organized structural designs as well as mechanisms that develop the value of employees, growth, commitment, and work friendly relationships (Altshuler et al., 2005). Similarly, a work friendly environment is linked with these values of employees in the organization (Morrison & Wright 2009). Further, a work friendly environment also has a strong relationship with task integration and job autonomy among employees. A work friendly environment is linked with communication at all levels among employees. It is linked with employees' values, norms, commitment, trust, and cohesion (Morrison & Wright 2009). In turn, these work friendly environments are achieved through human resource management practices such as leadership development activities and human capital development activities (Altshuler et al., 2005).

The structural systems of work practices in the organization are attained through employee engagement, integrity, participation, and empowerment, which are obvious in the level of job integration and autonomy within a job (Altshuler

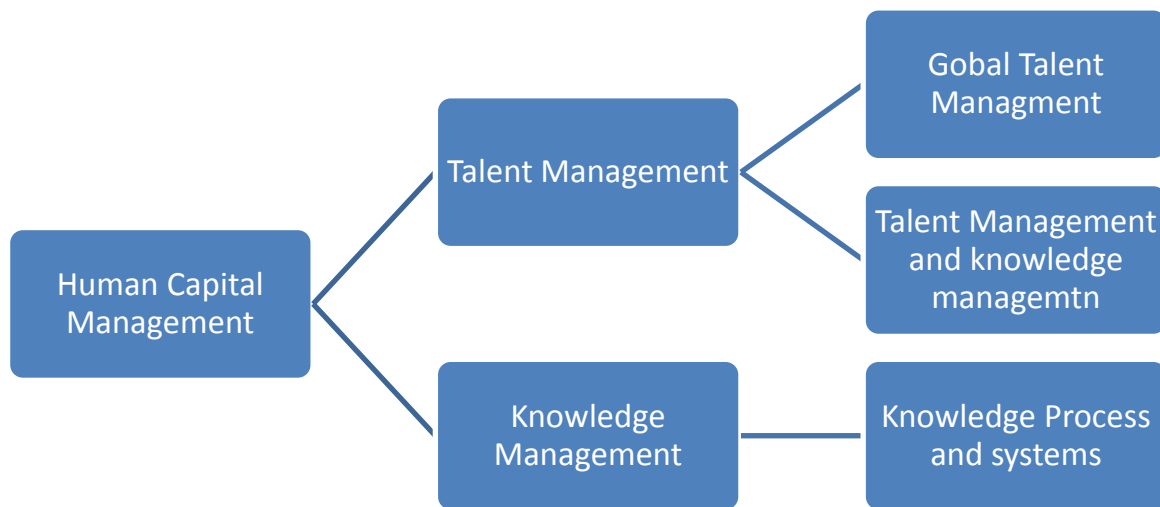
et al., 2005). Likewise, work friendly environment are affected by the structural systems of the organization as it impacts on the chances for the development of employees interaction between employees (Huang et al., 2004). The coordination in the organization is categorized by work friendly environment which are collaborative, cooperative in nature that is established by the coordination among departments, level of employees involvement in decision making, higher level managerial supports (Altshuler et al., 2005). Moreover, strategic human resource activities which includes on talent management, knowledge management and strategic decision making focus modern approaches to organized strategies for the development of work friendly environment. On the other hand, various old apaches of human resource such as employee health and safety, level coordination and participation, job integration, job autonomy, employees satisfaction, and complexity of training programmers can have a significant impact on culture and climate specially provide opportunity to develop effective friendly environment. These human resource trend and practices has major focus to create in link with strategic goals and productivity of the organization. Further employees are important resource that understands the work environment and nature of particular while these employees are very important to attain outcome.

Human resource climate is referred employees 'perceptions in of their environment. The management of the organization is widely used different strategies, approaches, framework and procedures to analyze how employees show his productivity their work environment (Denison, 1990). However, the variety of different dimensions of human resource climate concept proposed, a myriad of climate constructs. Literature relating to organizational climate address different work practices those important

determinants of employee behavior. Organizational climate has been studied to understand the strengths and weakness of an organization. Although, the management of the organization more focused in their conceptualization, understanding specific aspects of the organizational context such as climates for justice (Robbins and Judge, 2012), safety (Denison, 1990), innovation (Anderson and West, 1998)ethics (Cullen et al., 2003), service (Schneider et al., 2009) and diversity (McKay et al., 2008). The assessment of management perception about organization productivity and work environment are important to analyze attitude as well as behaviors of their human capital which is determine of organizational outcomes. (Gould-Williams, 2007)analyzed that "positive attitudes depend largely on the perception of how much the employing organization cares about employee wellbeing and values their contribution. Such demonstrations of organizational values manifest in the HRM practices, procedures and systems which in turn constitutes the organization's HRM climate".

Human resource management has ability to develop effective relationships among employees(Lengnick-Hall et al., 2009), contributes to maintaining organization's competitive advantage by utilizing resources and "embedded in networks of relationships that are difficult for competitors to observe, understand or imitate." (Lengnick-Hall and Lengnick-Hall, 2003b). The competitive advantage that these work relationships as well as its effects of organization outcome is measured within an organization's culture and climate (Barney and Clark, 2007). Therefore, organizations will advantages from human resource management approving more integral functions human resource climate that eases the chance as well as occurrence of work friendly environment in the organization.

### Human capital management to organization productivity



A vast majority of research studies analyze cross-sectional designs in organizational structure. Many of them focus on the effects such designs have on organizational productivity, be they positive or negative. Very few have studies the impact various human resource practices have on organizational productivity (Gerhart, 2005, Wright et al., 2003). On the other hand, some researches are one-sourced, i.e., they lack the analysis of particular tendencies of human capital practices and the outcomes associated therewith (Huselid and Becker, 2000, Gerhart et al., 2000). In addition, there are misunderstandings regarding the levels in an organization at which effective human capital criterion should be generated (Gerhart et al., 2000, Huselid and Becker, 2000). These problems were addressed with respect to the temporal strength of both human capital management practices and organizational productivity (Wright et al., 2003, Wright et al., 2005). It can be derived, then, that the most significant research studies regarding effective human resource management, especially human capital management practices, have not properly analyzed the choice of practice in an

organization. According to (Wright et al., 2005), the variance in human resource management practices may reproduce variation in human resource climate, and socio-economic elements.

In the UAE, the effective practices of human capital management (talent management and knowledge management) are becoming increasingly important at a rapid rate (Stephenson et al., 2010). This is occurring due to the UAE becoming an international business hub that attracts an internationally diverse workforce. Most organizations within UAE are now developing human capital management practices with respect to strategic human resource. This is beneficial as it enhances the productivity and efficiency of human resource management as well as the organization. Literature indicates that effective human capital management practices serve as predictors in many economic contexts. From the different perspective, the human capital was believed to be an important element of macroeconomics, but later, the concept of human capital was applied in the field of organizational managerial activities.

The term “human capital” is considered to add value in the workforce of an organization. The concept of human capital indicates that variation exists in present and actual human capital advantages. The human capital theory hypothesizes that employees exemplify a combination of skills, abilities and competencies which can be retained by the employer or the organization. The talent and knowledge of the workforce comes from their skills, competencies, abilities, education, experiences, training and development which can represent the productive human capital stock for an organization. Literature indicates that effective human capital is the predictor that represents the intangible assets of an organization. The other important elements of intangibility also represent the strength of the organization, such as effective relation, social networking (from both internal and external perspectives), copyright, overall organization image in labor market and customer relations. All these elements in general, and employee integration or social relationships in particular, are critical to improve organizational productivity. The importance of human capital of any organization elucidates why these assets are vital for measuring the productivity and realizing the importance of human capital management for increasing efficiency rapidly. (Baron and Armstrong, 2007) analyzed that the term human capital is used to give a snapshot of the link between organizational productivity and human resource management practices in the context of assets as compared to business process. They analyzed human capital in a large context, both dependent and embodied workforce. These features present a certain level of difficulty in measuring the assessment of human capital with relation to critical organization productivity and creativity of the workforce.

### **Talent management**

Talent management is a difficult challenge for all organizations especially in context with the global work environment such as are existent in the UAE (Gardner, 2002). Furthermore, the major focus of all organizations with respect to talent management is practically worldwide. Developed, developing and underdeveloped organizations in the world focus on the development of a talent pool and this is a clear indication of the understanding of the concepts of global talent and labor pools. The level of talent management integration is indicated by the organization’s major focus on the development of effective talent in order to get competitive advantages as well as consistency. Therefore, most developed organizations in the world are adopting not only effectively tried-and-tested but innovative talent management practices as well. Such approaches and practices are implemented in accordance with local requirements through labor market (Stahl et al., 2007). The effective local labor market is beneficial for organizations to manage their talent because these laborers are properly understood the local trends and overall environment. Moreover, many established organizations around the globe, especially in the UAE are developing local hiring strategies, while simultaneously implementing combined strategies with globally verified successful practices (Brewster et al., 2007).

The elements of talent management and talent attraction are development of talent pool, talent development, talent recruitment and employer choice in accordance with the needs and demands of the organization (Armstrong and Taylor, 2014). Talent recruitment and selection process specify that the management of the organization develops effective strategies and procedures for the selection of the best possible candidate for an allocated position in the organization (Armstrong, 2010). The hiring of a candidate through an existing talent pool

developed by the organization itself is the first task for talent management professionals. The term talent pool refers to the group of people from within an organization's workforce with particular education, experiences and background. The sources of talent pool development can be external or internal but the best way for the management of the organization is to encourage internal or existing talent because such individuals are well-versed with the norms and culture of that particular organization and wholly understand the internal work environment of the organization. Internal workforce has proper knowledge about working conditions, different processes and procedures, and consequently, it is beneficial to place existing talent at new, higher positions as this action improves workplace atmosphere, inter-employee relationships, commitment and moral workplace values (Davis, 2007). The internal talent of organization also understands the work environment because they possess an already developed work relation and the development of such talent also encourages career development and the commitment of the organization in the eyes of employees. However, if the management of the organization wants to incorporate changes in the existing workforce or reengineer the existing culture then external talent pools are vastly more beneficial (Ballesteros Rodriguez and de la Fuente Escobar, 2010). The talent pool is very important for the organization at the time of reengineering their existing process and procedures (Majeed, 2013).

Talent management also includes the growth of human capital that attracts workforce. In order to increase the attraction of employees, talent management is the best strategic decision that maintains its organizational workforce effectively and gets strategic competitive advantage in the labor market. Top level or developed organizations around the globe possess a general feature; they exercise proper management and clearly outline their mission

and goals. They utilize these in order to achieve their objectives through an effective talented workforce (Agarwala, 2008). Moreover, the human capital value is also influenced by the perception of the workforce towards its organizational values (Oehley, 2007). Contrary to this, talent management also focuses on the retention of talented employees for optimum periods of time. The talented employee turnovers are also harmful situations for the management of the organization as they have to maintain productivity and efficiency while compensating for the negative impact of the cost of human capital development. The talent management professional spends most of his/her attention and resources in the improvement of the workforce of an organization. If, on the other hand, the management does not want to retain the workforce, then the cost of human capital development increases substantially.

#### **Talent management as a strategic decision activity**

The talent management architecture is the most efficient representation of the advocate's management of talent in the organization (Jackson et al., 1989) and adds strategic system levels which make the concept of talent management similar to modern research likelihoods. However, other research studies have investigated that talent management as strategic decisions or frameworks have failed to provide guidelines of its occurrence (Lewis and Heckman, 2006), (Jackson et al., 1989, Walker and LaRocco, 2002). Different guidance strategies may be utilized to develop the organizational structure and strategic human resource practice (talent management and knowledge management) in order to support and enhance social relationship in the organization. Strategic human department practices become more effective by understanding the overall strategies of the organization. (Jackson et al., 1989), explained

that effective human resource planning and processes such as determining demand and supply of workforce, implementing human capital program and assessing staff outcomes that might be related to structural elements (human resource climate, transformational leadership, influence of line manager to organization productivity and work-friendly relationship).

According to (Zuboff, 1988) for introducing innovation in existing technologies at the time of reengineering the existing process, effective talent is compulsory (Majeed, 2013). (Stewart, 2007) suggested the concept of talent management by associating the tendency of talent management with difficult position replacement. (Zuboff, 1988) provided a guideline of strategic implications of talent management by endorsing precise activities. He also focused on talent management implications caused by change in technology, demographic and economic conditions of the organization. As mentioned above, employees are classified into different rankings (A, B, C) according to their talents. In light of this approach, (Zuboff, 1988) developed market issues and decision making stratagems with respect to talent management. Her "difficult-to-replace" dimension is a labor market factor whereas the "value-added" dimension is a customer-related factor. The research conducted by (Zuboff, 1988) investigated the generation of effective strategic essentials that place talent management accordance with strategic needs of the organization. Talent management is referred to as a strategic decision that is prioritizes organizational strategies. According to (Boudreau and Ramstad, 2005), human resource professionals must focus on the talent perspective for enhancing strategic decision making as compared to thinking over the process of implementing decision making. (Barney, 1991) investigated a resource-based organization management in order to discover

the influence of talent management on organizational productivity and outcomes. The studies use qualitative research methodology and analyzed that firm resource heterogeneity and firm resource immobility have correlated among complexity, rareness, sustainability, and social relationship which leads organization sustainable competitive advantages in the market.

(Boudreau and Ramstad, 2005) analyzed the philosophies of economic conditions, human capital strategies in fields of marketing and finance. He has developed the concept of "talentship" to manage talent workforce in the organization. (Barney, 1991) is invested in the theory that the organization which sets attainable competitive advantage on the base of effective talent, valuable, unique workforce that develops new opportunities, basic technological innovation and transform resources in the context of work friendly environment. According to (Barney, 1995) "a firm's resources and capabilities include all of the financial, physical, human, and organizational assets used by a firm to develop, manufacture, and deliver products or services to its customers". Many research studies focused on human-resource based practices and processes (Lepak and Snell, 2002, Lepak et al., 2003, Youndt et al., 1996, Wright et al., 2003). The major problems in this concept are explained as the correlation between organizational productivity and different work practices. Haggerty (2005) has developed a comprehensive strategic human resource model that is based on multiple levels of analysis for managing talent (through process and practices) and investing particular talent in the organization. (Boudreau and Ramstad, 2005) developed the model of engaging effective talented resources by using strategic management and other organizational practices and functions. The study of (Boudreau and Ramstad, 2005) suggested the organizing of a 'decision science' that increases decision making

with respect to talent management in the organization. The concept of “talentship” is considered a decision strategically made in the organization, similar to financial decisions and investment decisions. The study applied qualitative research methodology in develop more clear understanding to talent management as a strategic decision which create the strategic impact on the performance of employees as well as organizational productivity.

In modern business environments and knowledge based economies, many developed organizations worldwide are attaining, managing and applying new knowledge to their work environment as well as innovative new practices(Ozga et al., 2013). Literature also indicated that there is a significant positive impact of social relationship and networking on knowledge based process and movements (Leonard and Sensiper, 1998, Davenport and Prusak, 1998, Birkinshaw and Sheehan, 2002). Particularly in the area of research and development, the value of knowledge based process has been studied in the context of reengineering and innovation (Allen, 1977, Katz and Lazarsfeld, 1970, Macdonald and Williams, 1993, Assimakopoulos and Yan, 2006, Allen et al., 2007). In the context of social relationship or work friendly environment theories, studies have been conducted on the level of communication (Katz and Lazarsfeld, 1970), innovations (Rogers, 2010, Rogers, 2002), technology (Allen and Cohen, 1969, Allen, 1977), and the tipping point of social epidemics (Lenton et al., 2008). All the above key concepts such communication, social relationships, and innovation indicate that the workforce is important for dispersal of knowledge and information that has been focused towards measuring skills, ability, competencies. These key concepts are also important for effective knowledge management practices in the organization. Therefore, there is still gap in researches regarding knowledge management

which has been indicated as a “conscious strategy of getting the right knowledge to the right people at the right time and helping others put information into action in ways that strive to improve organizational performance”(O'Dell and Essaides, 1998). The importance of a talented workforce will increase an organization's capabilities to fulfill key positions through the use right knowledge with the right candidates. In order to understand the concepts of human capital management through talent management and knowledge management, this dissertation focuses on the literature relating to emerging fields of knowledge management and talent management. Literature in the context of talent management advocates that pivotal positions with a talented workforce contributes positively to competitive strategies for sustaining organizational productivity and efficiency, and that talent management is strategic decision making for developing a talent pool of these top positions (Becker et al., 2009, Boudreau and Ramstad, 2005, Boudreau and Ramstad, 2007, Mellahi and Collings, 2010).

This study applies the key viewpoints of talent management with relation to knowledge management perspectives and contributions that talent management and knowledge management practices extend towards organizational productivity. The effective combination of talent and knowledge management effects knowledge-based culture, relationship and overall environments. The combination of these practices also focuses on the positioning of the most suitably knowledgeable employees at all levels. These practices effect the productivity of the organization as a whole or specifically in different internal lines within the work. The overall productivity and efficiency of organization is based on effective implementation of planning, strategies and polices. These strategies and polices are based on the capability of top level management

because they are responsible for the development and implementation of these policies. The top level management collects all required information at the time of developing these policies and must have proper leadership quality (transformational and transactional leadership) or traits to manage these qualities in work. Therefore, the combined practices of talent and knowledge management influence the leadership activities in the organization.

The literature indicates that much research has been conducted on the concept of talent and talent management in the context of organization productivity. It is hard to provide a comprehensive definition and explanation of talent management because there are some disagreements about definition, limitation, implementation and assumptions investigated between different authors. According to (Collings and Mellahi, 2009a) the term talent management is strategic decision making of the management to complete major positions in the organization. The top management of the organization has the ability to develop strategies and policies which lead to organization productivity and efficiency. These strategies also have beneficial effects in maintaining work-friendly relationships and overall productive culture within an organization. In the light of the (Collings and Mellahi, 2009a) investigation, top level employees have more leadership qualities (transformational and transactional leadership) which lead to and enhance lower level management performance. Therefore, talent management is the strategic decision to fill these top positions with more efficient workforce members because the success of the organization is based on the performance of these employees. Other authors such as have defined the concept of talent management as talent strategies, talent as succession planning, human capital management, and performance management. According to (Jackson et al., 1989), the management of the organization is

organized in systematic procedures to ensure key positions in the organization are covered with a leadership workforce that enhances employee career development and demand and supply of a talented workforce pool through effective human capital management. While the term of talent management focuses on an employee's management and similar factors that create significant negative effects on the concept of talent management. The different researches also investigated talent management as similar activities and functions of human resource management such as success planning and career management. They also deduced that talent management is the process of managing employees in the organization rather than it is strategic decision making. In the light of the above confusing concept regarding talent management, researchers believe that employee management, career development and succession planning were the areas of Human Resources Management. Now the question arises: Why have recent researches changed terminology, especially about the concept of talent management? The modern researchers and business practitioners investigated that talent management is "a mindset" (Creelman, 2004); it constitutes modern succession planning (Creelman, 2004) and confirms that "everyone at all levels works to the top of their potential" (Redford, 2005). On the other hand, several researches have failed to explain the term (Frank and Taylor, 2004) and analyzed that there is no comprehensive definition of the concept of talent management (Ashton and Morton, 2005). The more talent management practices in the organization, the more strategic importance they have in its structure (Ashton and Morton, 2005). Other researchers refer that talent management is a collection of characteristics of HRM activities, functions and practices, or specially in the area of training & development, performance assessment, health & safety, recruitment and selection and succession management



(Chowanec and Newstrom, 1991, Heinen and O'Neill, 2004, Mercer, 2005). Talent management needs existing activities and functions of human resource management but it also needs faster practices. An organization's traditional human resource department activities and processes need to be transformed into a variety of talent management activities (Olsen, 2000).

### **Talent management and knowledge management**

Talent management is the leaning variable for academic researchers and business practitioners whose major focus is on the different functions of human resource management and especially on narrowing down talent management activities in the organization to more fruitful outcomes. For instance, recruitment and selection process of employees are the major function of human resource management but in talent management, the term is used to describe the obtaining of high potential employees. Other areas of human resource management, such as training and development, are discussed as managing and growing talent through human capital development programs (Cohn et al., 2005). Further benefits and compensation are tended to be discussed as performance management (Garger, 1999) and succession planning is discussed in terms of leader development (Conger and Fulmer, 2003).

These researchers analyzed traditional human resource functions into talent management. Another viewpoint regarding managing talent in the organization is that the term talent management is the basic concept of developing a talent pool which is beneficial to fulfilling the future demand and supply of human capital. According to these researchers, talent management is a design process to confirm the existence of a sufficient talent pool of employees for all positions (Kesler, 2002). These terminologies and approaches of talent

management are closely related to human resource succession planning and management (Jackson et al., 1989, Rothwell, 2010) as well as the combination of traditional human resource management practices. In light of these approaches, employee staffing needs to manage the employees to their positions through enterprise-wide software systems. These approaches are more focused on internal management than external.

Although many researchers and business practitioners have reported that talent management is not the transformation of old functions of human resource, but in fact, to understand real implementation of talent in the organization. These researchers tried to develop the concept that the management of the organization reorganized its existing human resource process instead of focusing on talent management concept in their work environment. It may bring forth new thoughts for human resource academic researchers and business practitioners but so far they are faced with the problem of maintaining sufficient talent pool throughout different positions in the organization while improving organizational resources. Generally, workforce planning or success planning includes managing workforce recruitment/career development by different procedures, policies, processes, hierarchies, and other restrictions such as employees turnover and retention, cost and future human resource needs (Pegels, 1981, Wild and Schneewei, 1993). The development of workforce through desired jobs in accordance with their skills, ability, growth, attrition, as well as various other parameters (Collings and Mellahi, 2009b).

Modern researchers have examined that organizational talent management and talent management systems that the classified human capital abilities and skills as well as talent pools are beneficial for developing effective workforce development models. Furthermore, talent management focuses on managing talent

generally without knowing the limitation or boundaries of any particular organization. According to these views, two concepts regarding effective talent management in the organization emerge. These concepts are: 1) talent (such as high performers) is considered as unreserved or indefinite; and 2) the resources of a particular organization are managed according to the level of productivity and efficiency.

The high potential or high performance workforce in the organization is recruited differently as compared to normal SOPs and/or rules for recruitment and selection. Hence, an organization is more focused on developing effective talent pools as compared to maintain success pool and planning for particular positions. In the light of this approaches, organization generally classify their employees in three levels ("A", "B", and "C"). These levels of employees are considered to be classifying high performers, moderate performers and low performers respectively and their major concern is to increase productivity and efficiency of low performers (Axelrod et al., 2002) or "top-grading" the organization via exclusively hiring "A" players (Smart, 2005). If the high performers form the top level management, the organization has high rewards as compared to lowest rewards. The second view point of managing talent generally is that there are individuals who are diversely or unqualified for both humanistic and demographic selection criterion. Managing talent in the organization is difficult because it is the major responsibilities of human resource department to develop higher performance of all employees at their respective positions (Buckingham and Vosburgh, 2001, Walker and LaRocco, 2002) or in demographic as well as occupational terminologies which tend to lean towards the development of the concept of talent which is more valuable (Gandossy and Kao, 2004, Romans and Lardner, 2005). The difficulties in such concepts and approaches regarding talent management are that no pure

understanding of these concepts exists and they are applied in various ways rather than focusing on the understanding of the strategic impacts and benefits for human resource especially in the area of training and development as well as recruitment and selection. The problem with the definition of the concept of talent management is that no proper understanding of it exists because it is used in many terms such as strategic decision, and process of managing people in the organization.

The concept of talent management has actively served as the link between utilization of resources and researched-based findings. Talent management is a new phrase that provides normal explanations of modern human challenges in accordance with demographic changes. There are number of research studies demonstrating the relationship between different organizational practices and human resource management investments instead of peer-reviewed explanations of the talent management. These empirical relationship have suggested that the line of research is well defined (Gerhart et al., 2000). This area of study is known as strategic human resource management. Effective strategic human resource management practices have been linked with personal analyzing of employees as well as organization productivity, work friendly environment (Gerhart et al., 2000) and particular standards (Delaney and Huselid, 1996, Singh, 2004). These analyses have been applied within organizations (Delery and Doty, 1996), outside organizations (Guthrie, 2001), as well as at different levels within the organization (MacDuffie, 1995a, Youndt et al., 1996) analyzed the relationships between organizational preference of human capital practices and profit. The finding of this research proves the high quality strategic human resource practices that strengthen the relationships on human capital strategies as well effective environment (Lepak et al., 2003, Lepak and Snell, 2002). This research

has developed the integrated strategy which human capital management practices (Lepak et al., 2004).

### **Knowledge management**

According to economic theory, the concepts of human capital suggested that the skills, abilities, knowledge, and talent of the workforce are important element for analyzing economic behavior and accessible revenues (Schultz, 1961, Schultz, 1971, Becker, 1962, Becker, 1985). The various basic relationships of effective human capital management have only been discussed in internationally universalistic character (Hampden-Turner and Trompenaars, 1993). In broad context, the human capital management practices are related to strategic human resource that contribute to organizational productivity and success (Pfeffer, 1995a, Hitt et al., 2001). These practices analyze in number, the past empirical researches (Huselid, 1995, Delaney and Huselid, 1996, Becker et al., 2009). Moreover, human capital management is the perceived particular set of knowledgeable capital (Edvinsson and Malone, 1997) and human resource management department spends time and resources on this capital. In equivalence to financial assets of the organization, there are two main researchable agendas and lines that have emerged. Firstly, research concepts of human capital management are that human capital is the driving force for organizational productivity and success. The outcome based on many key performance indicators such as annual paid trainings. The second research concept of human capital management is linked with performance and organizational worth. If the effective human resource management practices are increased, the results of corporate performance should be directly affected by the corporate value. The current dissertation focuses on first research concept based on the influence of effective human capital management practices to different key

performance indicators which leads to organizational productivity. This dissertation focuses on the practices of human capital to work-friendly relationship in different lines and leadership traits which leads to organizational productivity.

The concept of knowledge in the context of knowledge management is described as 'studies with relation to organizational objects and processes'. The term knowledge can be explained as valid knowledge and information which one can utilize to enhance worth. The definition and explanation regarding particular knowledge as an object of the organization and the term management of knowledge, involves, utilization, management, identification, dissemination and the use of this knowledge for increasing organization productivity and values. Therefore the definitions regarding knowledge management are logical and other descriptions relating to value creation, productivity enhancement and getting competitive advantage in labor market are concurrent. According to (Malhotra, 1998), knowledge management is a combination of empirical figures and information dispensation volume of technologies, as well the productivity and efficiency of workforce. (Luen and Al-Hawamdeh, 2001) suggested that knowledge management is the identification and management of intellectual assets that comes from either explicit knowledge or tacit knowledge of particular employees or communities. He analyzed that knowledge management is the process for optimizing existing knowledge in the context of providing proper access as well as enhancing tacit knowledge in the context of managing effective practices or order to increase organizational success.

Knowledge workforce is basically the most important among the assets of the organization and should be handled carefully (Argote et al., 2003, Teece, 1998). Knowledge management as

a modern emerging practice and academic research has not been studied in the different success factor of the organization such as work-friendly relationships, effective line management and transformational leadership which lead organizational productivity (Bate and Robert, 2002). Literature also shows that there is still a gap for proper implementation of knowledge management in both public and private organizations (Heffron, 1989). All the organizations manage some amount knowledge management practices (Alvesson, 1993). Hence, many organizations think that knowledge management is a key process that provides creative activities to their operations, or basically focuses on knowledgeable workforce in the organization (Starbuck, 1992). The growing literature of knowledge management shows increased attention for the management of the organization to understand the role and effects of effective knowledge management on overall organization productivity, process and structures. Knowledge management is also based on four elements. Firstly, the initial element of knowledge management is to develop new and existing knowledge for their workforce. The second element of knowledge management is to attract new knowledge which beneficial for attaining organizational productivity. The third element of knowledge management is to utilize this knowledge to their work operation especially in different lines in the organization. Lastly, the fourth element of knowledge management is to retain this knowledge because these are the core assets of the organization.

The current thesis focuses on knowledge management practices and sharing of different department and lines within the organization. Knowledge management also refers to different kinds of knowledge sharing and cooperation among the employees of an organization (Argote et al., 2003). Knowledge management is important to understand practically what

knowledge is allowed to effectively perform different operations (Sanchez and Heene, 1997). Such knowledge is linked with individual's knowledge sharing and behavior in work environment (Birkinshaw et al., 2002).

### **Knowledge sharing and employee learning**

The analysis of various research studies of the past and associated literature yielded that learning and knowledge sharing is important in order to enhance the creativity in a modern work environment (Weisberg, 1999). The above-mentioned research findings have generated the new idea that learning and knowledge sharing actions such as human capital management and behavior of transformational leaders are linked with employees as well as organizational productivity. Effective learning and learning orientation in particular possess a positive relationship with the productivity of the organization. According to the social cognitive theory, people obtain learning and creative skills from their past experiences and observations (Bandura, 1986). Previous literature has also indicated that various internal and external factors influence the attainment of learning, skills and knowledge (Bandura, 1986). The creativity and learning of an individual is developed on the basis of their core capabilities and competencies (Dweck and Leggett, 1988).

Relating from above, learning and creativity in individuals develops different new challenges during learning orientation, which in turn gives effective learning opportunities to these challenges (Ames and Archer, 1988). Previous research studies have also proposed that the concept of orientation of learning and acquisition of skills and knowledge are integral for the desire to improve the productivity of the organization (VandeWalle et al., 2001, Cron et al., 2005). The learning of the employees increases the adjustment in cross-culture environments which includes the attainment of skills and capabilities through cross-culture.

Moreover, the behavior of employees also shows a positive indication due to an effective learning orientation system in the organization (Gong and Fan, 2006). On the other hand, several past quantitative research studies have analyzed that the attainment of knowledge and skills increases creativity (Amabile, 1983) and task performance of the employees in the organization. Leadership, particularly transformational leadership, is an important aspect of work-friendly relationship and work environment of the organization (Amabile, 1983). Transformational leadership defines the different classifications of behavior developed by effective leaders which encompass four separate dimensions.

The first dimension is related to the intellectual stimulation of the employees which is the given opportunity to apply novel approaches in order to solve different challenges. The second dimension is related to charismatic leadership. In this dimension the effective leaders have focused inspirational motivation and articulating vision. The leaders also develop self-consideration such as support, motivation, encouragement and mentoring. This proved beneficial in the enhancement of the creativity of the employees. In the light of the different aspects of social cognitive theory (Bandura, 1986), effective leaders are those who have a transformational leadership skill. This characterizes the different factors especially external factor in the learning and creativity of the followers. Transformational leaders, by targeting intellectual stimulation, established a perception and anticipation for creativity through imaginative role models. As far as charismatic and stimulating skills of transformational leaders are concerned, followers acquire modern techniques, knowledge and skills from such leaders. Through the effects of motivation and behavioral demonstrating, effective transformational leaders develop creative ideas, modern

knowledge, skills, abilities, core competencies, and operation rules (Bass and Avolio, 1990). The traditional leadership style is represented understanding, support, sympathy, and consideration, which should be beneficial in the reduction of fear and other challenges relating to the status quo of the employees. Hence, transformational leaders support, motivate and encourage an employee's job autonomy, integration, knowledge, and effective relationship (Bass et al., 1990, Bass et al., 1987). The learning orientation should increase the follower's knowledge and creativity (Avolio et al., 1999). Therefore, the different dimensions of transformational leadership work together as a whole and create a strong positive impact on employee learning and creativity (Shin and Zhou, 2003).

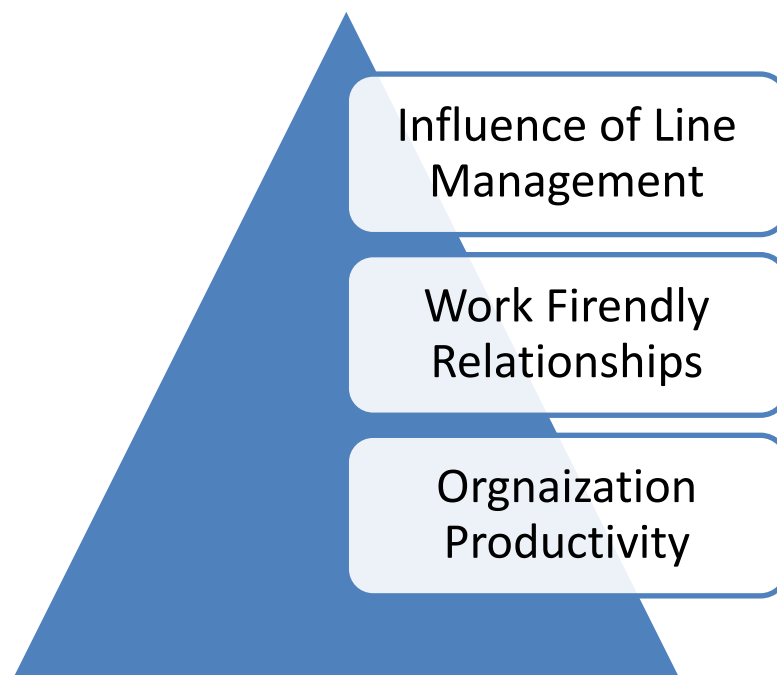
#### **Human Capital Management and organization productivity**

Literature shows that human capital management has majorly focused on the development of an effective workforce in the organization which aims to facilitate smooth working (Baron and Armstrong, 2007). These professionals have given high importance for involvement of different lines, organization levels of authority and responsibilities. Therefore human capital develops effective strategies and procedures for effective management in departments especially line management in the organization. Recently, studies have suggested that the activity of human resource management is linked to new responsibility such as the strategic partnering (Lawler and Mohrman, 2000). The human capital professionals are normally focused on the development of people in the organization; however more responsibilities are involved if these professionals are involved in issues in overall organizational strategies. On the other hand, in modern business conditions the overall activities of human capital management is shifted from developing organizational strategies to knowing

the basic responsibility of human resource as human capital management. Such people manage recruitment, selection, training and development and transference to line management of the organization (Harris et al., 2002b). Therefore, many academic researchers investigated that the human resource management practices are shifted to line management in the organization (Hall and Torrington, 1998a, Hutchinson and Wood, 1995). Inappropriately, the professionals in line management department do not properly train to deliver human resource responsibilities. Different studies have analyzed that line management department showed unwillingness to take new tasks (Torrington and Hall, 1996, Harris et al., 2002b).

On the hand, the activities of human capital management for the development of work-friendly relationship in the organization are major concerns for the achievement of desired outcomes. In this situation, top level leadership is supported for proper classification of responsibility between two departments. The operations and practices of employee development in the organization is linked with external outcomes and flexible orientations that give ample attention to getting final desired outcomes (Quinn and Rohrbaugh, 1981). The work-friendly relationship gives the opportunity for the development of orientation as well as integrity.

Influence of line management on organization productivity



### Human resource management in line operations

The effectiveness of human resource is a major concern for not only an under developed organization but also for a developed one. Within an organization, it is more in accordance with effective line management. The management of an organization necessitates

developing support both in human resource and strategic human resource system for productivity and efficiency of overall human resource functions. The productive human resource departments perform activities and duties in their organizational environment both internally and externally (Lowe et al., 2000).

Literature indicates that there are five major dimensions of human resource management such as recruitment and selection, rewards and benefits, training and development, health and safety, and performance assessment. The productivity and success of the organization is based on the effectiveness of these five dimensions of human resource management. Moreover, if the top management of an organization focuses on the development of effective human resource department and the human resource management professionals are also capable to implement core effective human resource activities, then the chances of the success of the organization are increased and the organization is developed in accordance with internal and external business environment. The effectiveness of human resource is also important for the development of strong line management system in an organization because human resource professionals are recruited as develop line managers and development consultants because their major duties and responsibilities are to handle workforce management activities at workplace. The line managers are key persons who understand the gap in different production processes, the effectiveness of individual and team activities, the problem regarding productivity and efficiencies within the production team and identify the negative factors which effect the work productive environment in the organization. The effectiveness of line manager is important for the smooth working in all departmental units in an organization. These managers anticipate the demand and supply of work as per requirements and apply different effective strategies and approach to cope with the situation with existing manpower. The performance assessment of line managers and their units predicts the work productivity of human resource department. These managers are responsible to explain the effectiveness of each process and procedures which are performed in particular organization. Line

mangers enjoy the opportunity to understand the overall working relationship among workers in their organization and are able to address the employees at the time of dissatisfaction and conflict among these employees. They are primarily responsible to observe the changes at least of last five years in their workplace and anticipate the demand and supply manpower in order to meet these changes effectively.

Literature relating to different past research studies analyzed that the work efficiency of line manager is compared with human resource management professionals. Different other research studies have analyzed that line manager perceives that human resource manager may transfer his work activities to line managers in order to exploit and save money by managing supplementary responsibilities and tasks (Dharwadkar et al., 2000). The perception of line managers has developed the negative impact on the overall productivity of the organization and the quality level of management people at workplace may suffer. The human resource manager's activities are transferred to line manager as the consequences of people management tasks. The transfer of human resource activities to line managers may have a positive impact on productivity on both human resource and line managers. The transfer of work responsibility might lead to greater perception about possession work and work friendly relationship between human resource and line managers (Harris, 2002). According to the prospective of human resource effective professionals, the transfer of work and responsibilities might enhance the greater chances to organize and develop the strategic decision making and influence (Harris, 2002). Hence, the little research studies consider combine activities of human resource management specially human capital management (talent management and knowledge management) and line managers in assessing the productivity of the organization

with relation to effective human resource climate, work friendly relationship, and transformational leadership. The research relating to this concept is only focused one side correlation for assessing the consequences of human resource to line managers (Renwick, 2000).

The current thesis is effective to address the co-operation activities of both human resource especially human capital management and line management for the productivity of organization. The paper also provided the view point of more effective and advance activities of human resource then line managers and the productivity might be well advance to ensure the human resource activities and responsibilities. However, the responsibilities are assessed more effectively when they are achieved by line managers. A research study proposes that human resource manager and effective human resource managers are not fully satisfied with different line of human resource function (Wright et al., 2001b).

The basic circumstantial and effective involvement of line managers in human resource management is not cleared as well as outlined with exact features of human resource management. In overall perspectives, the line management professional has continuously involved in implementing and organizing human resource activities in an organization particularly at workplace, managing the work environment effectively and impact on employment unions in the 1960s and 1970s, implementing and organizing strong coordination in other management by developing effective negotiating as well as cooperative contracts. In the area of 1980s and 1990s, the trade union influence created a negative impact on line managers re-asserted their prerogative to improve organizational performance in increasingly competitive markets. Research studies examined that chief production managers (C.P.M) believed industrial relations movement that developed

through other activities in the factory like in all departments especially human resource departments (Marsh, 1982). The few research studies have addressed the involvement of managers in formal negotiation between employees and management (Marsh et al., 1983).

#### **Line manager involvement in human resource**

Managers particularly the line managers misunderstood and damaged the worth of existing professionals in industrial relation and personal management, but these professionals 'focus was upon the basic direction of their work (Marsh et al., 1983). In the process and procedures of performance management system in the organization, the negative impact on the performance of line managers has been involved in particular environment. (Harris, 2001) analyzed that line managers were not supported by the bureaucracy which involved in the organization especially in top level management. Bureaucracy is not good for overall productivity of an organization; it was created the negative impact on the value and environment of the organization. In bureaucratic environment, the top level management positions in the organization are not fulfilled through proper human capital management approaches. On the contrary, most positions are fulfilled through internal and external references. In that environment, the professionals are not properly managing their responsibilities and they do not share and meet the objectives which result in creating a negative impact on the success of organization. Therefore, the top management of the organization claims that the line management systems lead to "abdication management" and the management shows an unwillingness to understand and accept the importance of line managers as well as decision making which they have made. (Redman and Wilkinson, 2008) analyzed the performance assessment and noted that the line managers performed their duties perfectly but the top



management of the organization disliked managerial activities and involvement of line managers. Other research studies analyzed that in that condition in the organization, the management need to “kick” or “flog” managers in order to organize performance assessment system effectively.

The training and development of line management in human resource management perspective, (Brewster et al., 1992) was analyzed through experiential learning, experiences and comments that the training of line managers was not required most of environment and “most of this is common sense anyway” (Cunningham and Hyman, 1995). Most research studies have been analyzed that importance of line managers in human resource in general perspective such as employees’ relation whereas different research studies analyzed the employee’s attitude and behavior in different line and line management style in traditional style (Fenton-O’Creevy, 1998) conducted the survey of top level management such as human resource directors, managing directors and examined that the higher level resistance in middle management has been reduced through positive influence of employee involvement as well as participation in the organization (Fenton-O’Creevy, 1998). (Fenton-O’Creevy, 2001) analyzed the attitude of managers as well as the attitude of their employees, the attitude of employees were more negative toward their senior managers, and summarized that employees attitude schemes failed. The top level management of the organization focuses on just blaming supervisors or middle level management while middle level management resistance to change has worried for practical adaptation (Fenton-O’Creevy, 2001). Therefore, there is lack of integrity and transparency from top level management to bottom level management socially employees. The basic aim for the development of top level management in an organization is to develop effective strategies,

process, policies, and procedures that meet the desired objective and goal of an organization. But if the top level management of the organization wastes their valuable time to solve these issues, then the overall strategic decision making of the organization may suffer. On the other hand, the bottom level as well as middle management requires effective leadership in order to develop team working and target base activities that are important to increase productivity and performance of the employees. The leadership activities in the top level management are also important to develop creative work environment in the organization.

Thus, (Marchington, 2001) investigated the effective employee’s attitude through combination of different schemes and examined four “unintended impacts” such as the involvement of line managers, first line managers, supervisors, and shop managers who throw impact on employee’s attitude. These managers may not be satisfied and dedicated for the effective development of work friendly attitude of the employees at workplace. Further, these managers may not be capable to work directly different ground schemes of employee’s attitude besides facing problem for training and development to these employees (Marchington, 2001).

Literature also indicated that line managers involvement, through human resource management is more perfect and disciplined cases which comprises on preferred handling style of the managers and supervisors (Rollinson et al., 1996). The management disciplines of the line managers were more effective when the clear transparency and duties of these managers were mentioned before the implementation of discipline procedures, and less involvement through human resource counterparts in it. The major reason is the lack of line managers’ enthusiasm in understanding the problems and the duties of these managers may be more critical and complex being more effective and

time consuming activities or the grievances of the line area may be exposed. (Currie and Procter, 2001) analyzed the importance of line managers and work on National Health Service (NHS) and analyzed that the line or middle manager is providing a key for the contribution and implementation of strategic changes as well as decision making. The top level management of the organization works normally in offices or cooperate offices having basic responsibility to develop strategies, policies and system which is implemented in the production on a factory. Moreover, these professionals have leadership activities and view the performance on the production, smooth working, and relationship among employees, but these professionals do not actually work in the production and line. Top level management does not work closely with bottom level management or workers. On the other hand, line managers are the employees who work in closely with workers and they are very important and key employees for understanding the actual issues and problems within the different line in production that is also important for the top management at the time of development of different strategies, process and procedures. (Currie and Procter, 2001) mentioned line manager as a "linking pins" and addressed that these manager were given the strong guideline for the development, implementation and assessment of line through human resource strategies and their importance in synthesizing information. (Harris, 2001) addressed "a lack of ownership of the processes of performance-related pay" through different line and viewing a hidden plan of effective human resource defective to innovate the organization culture and environment, eliminate self-satisfaction, save reward cost, reduce recruitment stages, upsurge work-loads, get governance and focus on less efficient performance.

In the area of absence management, (Dunn and Wilkinson, 2002) conducted a research study

and analyzed that the major responsibilities of line managers in most ordinary cases is reorganized but some developed organization had followed an ad hoc method with relation to unclear responsibilities of human resource and line managers. As far as a long-term illness and incapacity of the management is concerned, (Cunningham and James, 2001) analyzed restricted happening of line managers' participation in sickness and disability due to line inflexibility to attend health and safety training programs; the line managers complained that less training was provided which was the cause low level of line skill and development in it; the line management in some time was with the professional support for the human resource; and "punitive sanctions" of line supervision (Cunningham and James, 2001). Hence, the modern implementation of technologies such as modern human resource electronic shared facilities delivered valuable support to the line in order to understand and identify problems.

Line managers especially the first-line managers have an undisputed vital role in developing and managing human resource management. These managers were major concern for the implementation and execution of effective human resource management practices on the production at workplace (Guest, 1987, Storey, 1992). The application and implementation of human resource work practices through performance assessment, compensation and benefits, and training and development are important for the development of effective line management system in the organization. The performance assessment system of human resource department is important to analyze the current performance of the line manager which leads to understand gap, issues, and factors that affect overall performance of these managers. The different issues and gaps due to lack of performance are reduced through proper specialized training and development program. The performance of these managers is also

linked with the rewards and benefits which the management of an organization is given to him. Therefore, effective compensation and benefits are important to solve the issues relating to compensation and benefits. According to (Hales, 2005), the development of line managers conventionally means the position of line managers who report for non-managerial employees in the organization. These managers work as a team leader or supervisor with different workers and production teams.

The research was also included the productivity and efficiency of human resource activities in term of definition of line managers especially first line managers who are small in number at the production level, managing and organizing team work in addition to every day operational responsibilities for accomplishing human resource management work practices. Therefore, different researchers have basically analyzed the correlation between effective human resource management work practices and human resource management systems or organization productivity (Pfeffer, 1995b, Becker et al., 1998), whereas the application of human resource management has concerned just limited development of effective line management system in the organization. Still, there are some restrictions in literature review of different research studies regarding the concept of effective implementation of human resource management work practices (Brewster and Larsen, 2000, Renwick, 2000). The development of human resource responsibilities to the production and operation line level was suggested a modification in the roles which taken by the human resource management functions (Storey, 1992, Ulrich, 1997). The intervening role and responsibilities of human resource as strategic change agent or regulator that are reduced by emphasizing on non-intervening role such as services facilitator or advisor (Caldwell, 2003). The intervening role of the human resource has been rapidly

decentralized to line manager who are not properly efficient, motivated and capable to take such role (Hope-Hailey et al., 1997, Cunningham and James, 2001). Therefore, the line managers lack to understand and take responsibility to their new roles. In recent years, academic researchers and scholars have paid their much attention and practical thinking towards understating and representing a relationship between human resource management work practice and organizational productivity.

The effective human resource management professionals may support that an organization is achieved a strategic competitive benefit as well as increase its productivity and efficiency (Storey, 1992). The creativity and effectiveness of strategic human resource management is depended on the combine quality of human resource and strategic human resource work practices and the success of implementation of human resource management in the organization (Huselid et al., 1997). However, if the human resource management practices were trusted to be productive as per desire level, the effective human resource management system still lack to get target objectives because line manager did not properly understand the importance of effective human resource work practices in the organization. Literature relating to different research studies analyzed that the productivity and efficiency of human resource management system was linked with the effectiveness of line difference in the operation floor. Therefore, the different modern challenges that line managers are facing when implementing and organizing human resource management process and procedures, can affect the effectiveness of human resource management system as a whole.

#### **Theory in line management and human resource practices**

Line manager's especially first line managers are in the position that responsible for the smooth working in different lines at workplace as well as effectiveness of the implementation of operational results. In general term, the line managers are performed human resource management role by applying human resource management work practices in the organization and represent their performance level as a group or unit. However, the line managers did not understand and need of applying effective human resource management work practices in order to gain their organizational or team objectives (McGovern, 1999, Harris et al., 2002a). Many business practitioners and researchers have analyzed that line managers are basically reluctant to take the duties of human resource (Storey, 1992, Wright et al., 2001b). Moreover, the literature relating to different past research studies analyzed that line managers might not agree to perform human resource management work practices, have not sufficient time to take extra human resource responsibilities, besides having lack of efficiency and capabilities to apply human resource management work practices. On the other hand, human resource managers are not properly supported and have not gained clear transparency in policies for performing extra human resource responsibilities in lines. These various factors are evidenced to be the challenges line manager knowledge and involvement at the time of implementing human resource management work practices. However, line managers themselves have never given attention to the mind of human resource professionals or top level management at what they actually observe as an interruption when developing, organizing and assessing human resource practices. The perception of line managers is important for human resource professionals to identify different challenges that hinder or develop successive human resource management work practices in an organization.

The key concept in the modern research studies on human resource management is the decentralization of human resource duties and work practices from the human resource department (Currie and Procter, 2001, Cunningham and James, 2001). The concept of human resource management is properly planned as well as recognized and as (Hall and Torrington, 1998b) analyzed that human resource professionals have capability for the role of line manager at different stages, the function and enhancement of individual professionalism, the possibility of development of wide human resource procedures besides strategies and steadiness in managing every day issues at workplace. There are two major issues that are addressed in literature review for the decentralization of human resource duties and responsibilities to the different line in the organization. The first issue is related to the variation for the modification in line management due to the decentralization of human resource management work practices; the issues for the human resource experts are basically addressed the only attention. Moreover, the medication and rapid changes in different line have reduced the work productivity of the employees as well as challenges for line manager to maintain the effective smooth working with in the time management. The second issue is concerned with the lack of research studies which addressed the background eventualities with the deliberation of the importance of line management in the organization.

The research suggested that well organized decentralization process in the line management highlighted the close relationship with the analysis of modification in line management. Furthermore, the organizational process and structure are an essential background eventuality related to the analysis of modern human resource management challenges and enhanced human resource orientation for the

development of effective line management. For developing new modern organization constructions, the project based task is important in an organization context.

The quantitative research is important for various reasons for understanding the concept of line management with the context of human resource management. In shorter time period, the company was following traditional work methods and matrix which was converted into a modern productive base organization. In this development stage of different processes in line, the concept of leadership is vital at this time and effective support of the leaders is important to address the different issues as well as their modern salutation. The leadership especially transformational leadership let to the development of modern management techniques and role, which the leader as competent coach handled substitute line management responsibilities. The modern organizational structure in developing countries is given an interesting modern method to line management, which is applied to increase human resource development at workplace. These organizations are provided decentralized process of human resource management practices. Moreover, this approach can facilitate a strong fundamental for enlarging effective human resource management in modern organization structure where human capital management and human resource climate can play a vital role for the productivity of the organization. Through quantitative research methodology, organization has been mainly highlighted for its influence on line management and human resource policies and work practices (Hobday, 2000).

Through decentralization process, the line managers are the important player in the human resource in the organization. The modern trend to the decentralized human resource duties to line manager has been addressed in much research studies. (Clark, 1993) argues that "Key

areas of personnel activity are increasingly 'owned' by line managers who assume greater responsibility for more dynamic human resource issues". May research studies has proposed that the decentralized of human resource system is difficult in various reasons, (Holt Larsen and Brewster, 2003) has addressed that line manager may have an extra time to get human resource additional responsibility. He is capable as well as competent as per requirement, or have willing to take human resource duties. Similarly, (McGovern et al., 1997) has analyzed that line managers have less reward and incentives to accept additional human resource management work practices that leads low priority and short term personal goal to get better managerial position. According to (Thornhill and Saunders, 1998) has also addressed the similar deductions. On the other, different research studies have analyzed that line management is happy for the enhancement of job responsibility and ready to get extra human resource responsibilities (Whittaker and Marchington, 2003).

It seems pure, the decentralization of modern human resource management practices and duties is developed modern demands on line management; the modern techniques to the line management conjectures an augmented concern on workforce issues and modern human resource management systems. Anyhow, the research studies precisely have addressed the implication of decentralization of line management because the major concern for many human resource management professionals is that the decentralization of human resource duties and responsibilities may possibly be the threat for human resource professionals. Otherwise, a wide range research studies has suggested that human resource management professionals should have a supreme responsibilities, whereas, the line managers have play the limited strategic role as compared with human resource management (Whittaker and Marchington, 2003). Others see

devolution as an increased “partnership” rather than a “trade-off” between line management and HR specialists, and concomitantly try to increase the understanding of the structure and process of that partnership (Currie and Procter, 2001, Renwick, 2003). In both cases, however, the issue addressed is usually the implication for HR specialists rather than the changing approach to line management. As expressed by (McGovern et al., 1997) While there is of course a vast literature on managers’ jobs and managerial behavior. There is still a remarkable lack of empirical material on the role of line managers within HRM in comparison with other HR areas, such as the link with business strategy. One exception is the study by (McConville and Holden, 1999) of middle managers at two hospitals where these managers had accepted as an increased responsibility for HRM.

The authors describe a difficult situation for the managers who are said to have an “impotent responsibility”, which means that they are accountable for HRM issues that they in reality have very little authority to influence. Moreover, (McConville and Holden, 1999) report that the responsibility for HRM – or “liability” as they express it – just adds to an already substantial workload in which technical work needs to be prioritized. The authors conclude that HRM “is at risk of becoming causality to other pressures; to be dealt with on an ad hoc, rather than a planned and systematic basis”. The study is a valuable contribution to the discussion about devolution, particularly because of its focus on the implications for line managers. However, we argue that the increased HR orientation of line management needs to be discussed in a wider perspective taking both management roles and organizational contingencies into account. Existing studies typically point to general constraints that make it difficult for line managers to assume HR responsibilities. We suggest that devolution of HRM implies a new approach to line management, which also should

affect its structure and content as well as the fundamental role of line managers. If line management is becoming more concerned with HRM, then line managers also have to be acknowledged as increasingly important players in the firm’s organization of HRM.

We therefore suggest that it is more fruitful to talk about firms’ “HR organization”, which includes more players than solely the HR department. While “HR organization” refers to the way a firm chooses to structure the performance of HRM activities and processes, “HR department” refers to the unit that hosts the HR specialists. The wider term “HR organization” accentuates that HRM is a shared responsibility among various players within the firm, where both the HR department and line managers normally hold important positions. However, depending on the structural characteristics of the firm, they might not be the only players, and their responsibilities and cooperation will most probably take different forms in different organizations.

#### **Influence of line Management on organization productivity**

According to leader member exchange theory (LMX) line management professionals have played important roles for smooth working at all levels of organizational hierarchy. The influence of line management is best represented by human resource climate as well as the effectiveness of human capital. The “functional or micro” subfields of human resource management have developed the knowledge about the nature of line management as a separate human resource process when compared to performance assessment and personnel management (Wright and Boswell, 2002). Literature relating to the subfield of human resource indicated that there are many ways in which the responsibilities of line management professionals can differ from human resource management.

Strategic human resource management refers to the “the pattern of planning human resource deployments and activities intended to enable an organization to achieve its goals” (Wright and McMahan, 1992). Different past research studies analyzed that the different human resource management practices were reliable and consistent in accordance with relation to other social activities as well as strategic goals, organization productivity and performance (Huselid, 1995, Wright and McMahan, 1992). On the other hand, strategic human resource management is linked to the correlation between organizational strategies and human resource management practices. Effective human resource management practices are focused on employee development, creating innovative human resource climate with employee relationships, acquisition of best talent in the work and inspiration of the human capital of the organization. In addition, the strategic human resource management especially human capital development practices are focused on productivity and efficiency of the human capital that influences strategic impact on the success of the organization. The different dimensions of strategic human resource management are linked between human resource practices and human capital development activities (Huselid et al., 1997, Wright and Gardner, 2003). Past researchers analyzed that the utilization of strategic human resource practices is linked with productivity and financial strength of the organization (Delaney and Huselid, 1996, Huselid, 1995, MacDuffie, 1995a). The implications of strategic human resource management and more effective human resource management practices in the UAE are divergent or convergent when compared to other countries in the world (Bae et al., 2003, Von Glinow et al., 2002). Recently, several research studies indicated a positive correlation between strategic human resource management and organizational productivity

(Björkman and Xiucheng, 2002, Tsui and Wu, 2005).

The current dissertation develops a relationship between different factors which effect organizational productivity. This particular line of research is focused on strategic human resource management practices and high human resource climate of the workforce of different public organizations in the UAE. Past researches have investigated the relationship between strategic human management and human resource management practices on organization performance, including financial outcomes, workforce social relation, and network and operational performance of the organization (Schuster, 1998).

According to the resource-based view of strategic human resource management and human resource management, the internal organizational resources are occasional, appreciable, and non-comparable. This creates an opportunity to get maintainable good rewards in the market (Barney, 1991). Effective human resource management practices are required to meet certain criteria such as utilization of source (Wright & McMahan, 1992) and organization productivity. Resource based development of human capital provides an opportunity for maintaining sustainable strategic human resource management practices and exploration of the influences that human resource management has on organizational strategies (Wright et al., 2001a). (Devanna et al., 1982) emphasized strategic human resource management as the major process in strategy employment. Specifically, different human resource management practices such as employee work relationships, performance assessment, health and safety, employee training and development are important at the time of development of organization strategies (Schuler and Jackson, 1987a).

(Huselid, 1995) theorized that strategic human resource management lays firm emphasis on bringing its human resource operations and competitive strategy into line, and, that both internal and external alignment are linked with organizational performance (Bae et al., 2003, Becker and Gerhart, 1996). (Lado and Wilson, 1994) investigated that effective organizational human resource management practices play a key role in achieving sustainable competitive advantage. Generally the human resource practices refer to the set of practices adopted by the management of the organization in order to increase the level of motivation, recruitment and management of best talent to their right position and create a knowledge based environment (Wright et al., 1995). These effective modern practices have been adopted by many developed organizations (Wright & Gardner, 2003). These practices are also, as a whole, compared to lonely practices (MacDuffie, 1995a, Wright and McMahan, 1992). Moreover, internally, consistent practices of human resource management are needed to develop effective relationships, climate and human capital placement and, in addition, reduce turnover, dissatisfaction and burnout (Baron and Kreps, 1999). Therefore, the vast research studies supported and corroborated the research objectives of the current dissertation which shows the relationship between strategic human resource management and human resource practices on the productivity of an organization (Becker et al., 1998, Bowen and Ostroff, 2004, Huselid, 1995).

The participation and task sharing of line management in strategic human resource has broadly been discussed in past studies (Guest, 1987, Winstanley et al., 1996, Storey, 1988). In modern literature, it was found that line management plays an important role in strategic human resource activities, especially human capital development activities due to the fact that more modern effective techniques and

work practices are involved in them (Larsen and Brewster, 2003, Currie and Procter, 2001, Guest and King, 2000, Storey, 1988, Storey, 2001a, Ulrich, 2013, Ulrich, 1998, Ulrich, 2001). Although, the effective system and process of line management is low in the UAE as compared to other developed countries, in addition to sharing human capital knowledge between strategic human resource management and line management (Larsen and Brewster, 2003). The line managers are key employees for developing effective work-friendly relationships (Bryson et al., 2002) and rationale between line management and strategic human resource management at the workplace. There are five basic benefits of relationship practices between line manager and strategic human resource management, including decreased cost, comprehensive techniques and procedure to SHRM, rapid decision making, and other outsource functions (Larsen and Brewster, 2003).

Many other researchers have also analyzed different roles of line manager in organization productivity. The line manager spends time and attention to do more hard work the advantages of which come from internal trainings and other strategic human resource process (Mohrman and Lawler, 1999). The line manager is provided the effective integrating human resource activities especially human capital development activities to actual practices (Ulrich, 1998) as well as different group activities to manage other human capital management issues (Schuler, 2000, Eisenstat, 1996, Cunningham and Hyman, 1999, Ulrich, 1998). The line manager also increases organizational value and outcomes (Ulrich, 1998). The expenditure and outcomes of decentralization of line management and other human resource activities also engage overall process of the organization (Sisson and Storey, 2000).



### Work-friendly relationship

The concept of workplace friendship is a major concern in the analysis of organizational value and strength (Nielsen et al., 2000, Morrison, 2005b, Morrison, 2005a, Morrison, 2006, Sias et al., 2004, Sias, 2004, Sias, 2006). The workplace factors include work related issues and problems, different task and responsibility sharing, physical proximity and are considered a major element for the development of overall environment of the organization (Sias et al., 2003). Although many past researches regarding work-friendly relationships have been discussed, but these studies have focused on friendship development between employees within the organization (Mao et al., 2009). There is very little research which has analyzed the effective human resource and human capital management practices as opportunities for developing effective work-friendly relationships.

Work-friendly relationships have importance in all types of organizations at all levels of management and in all workforces in the organization (Grey and Sturdy, 2007). The participation of these work-friendly relationships has significant positive impact on productivity which is vital for organization success. The effective work-friendly relationship works as a positive influence to get valuable information, support, integrity and value which are all important to reduce anxiety, stress and turnover (Sias and Gallagher, 2009b). The interaction and informal discussion between employees is not limited to the role of employees or within departments and these relationships come from causal peer worker relationships (Sias and Gallagher, 2009b). The human resource climate and practice are facilitated interaction policies and procedures that are designed to develop interactional relationship in workplace. The attention of work-friendly relationships are to reengineer the trend of work spending and increased long hour working per day (Pocock, 2001). The human resource management of the

organization has maintained effective interaction system of relationships (Sias, 2004) that generate the social value in the market. In knowledge-based resources, the success of the organization is dependent on social relationships and effective human capital which leads to the attaining of desired outcomes (Lengnick-Hall and Lengnick-Hall, 2003a). The human capital development professionals are focused on developing work friendship environment that are important for retaining human assets (Cumming, 2004). The global business trend has indicated an increased trend of employee dissatisfaction, commitment, demographic variation and shortages of effective human capital confronting developed economies (Tarique and Schuler, 2010). Further the different initiatives need human capital management to create work-friendly environments that attract and retain existing workforce. (Lengnick-Hall and Lengnick-Hall, 2003a) has been analyzed that the dependent trend on organizational relationship led to contextual roles of human capital management to summarize the task of effective relationship.

Cooperative human resource management practices such job autonomy and employee integration as well social networking and team work in the organization creates a significant work-friendly relationship (Youndt and Snell, 2004). Moreover, human resource management practices especially human capital management practices can develop the condition in which the job autonomy and employee interaction makes it possible for better outcomes to emerge from work-friendly relationship based systems within the organization (Lengnick-Hall and Lengnick-Hall, 2003a). The current dissertation aims to understand the nature of work force relationships which are based on the effective human resource management practices which in turn lead to enhanced workplace climate (Quinn and Rohrbaugh, 1981, Quinn and Rohrbaugh, 1983, Quinn and McGrath, 1985). The human

resource climate dimensions such as job autonomy and employee integration are relevant to current research models because these dimensions are important to analyze actual tendency to work-friendly relationship environment in the organization.

The nature of the organization, its particular Labor market, industry, its structure that exist within it are, all organizational practices and procedures based within the context of organization relationships. The combination of these relationships is based on human capital and their knowledge and effective positioning in the organization. According to (Bowen and Ostroff, 2004), the workplace relationship itself is a major aspect that increases employee's integration and job autonomy. The employees consider a high social interaction with others and that is the key determinant of job satisfaction (Dur and Sol, 2010, Kramer, 2010). Although, friendly relationships in the organization are similar to non-work relationships, these relationships are important to develop overall work-friendly environments and unique culture. Peer communication and relationship at workplace are primary ways to enhance transparency (Kramer, 2010). The literature in the context of workplace friendly relationship has analyzed different issues such as workplace love and romance (Peroune, 2007, Mano and Gabriel, 2006), relationships between counselor and pupil (Eby et al., 2010, Wang et al., 2010), major worker and minor worker (Engelbrecht and Cloete, 2000, Golden and Veiga, 2008, Zhou and Schriesheim, 2009), and same level workers (Reina and Reina, 2006, Peroune, 2007, Ferris et al., 2009). The feature of workplace friendly relationship is more as compared to non-work relationships because they apply particular role prospects as well as multidimensional analysis (Knobloch et al., 2010). These relationships also are different with respect to their consequence, development, functions and deterioration (Knobloch et al., 2010).

The human resource climate and social network of the organization is impacted by the designs that enable communication as well as processes and procedures. These social networks are developed for the collaboration of employees in the organization. A formation of organization structure and designs of the organization can facilitate job autonomy and level of participation among employees (Riordan and Griffeth, 1995). The effective human resource climate has focused employee participations and work-friendly relationships at workplace (Chiaburu and Harrison, 2008b) that reflected the contemporary trend of how work is increasingly designed based on work-friendly relationships (Simon et al., 2010). The employees work relationship and societal system of the organization is negatively impacted by organizational organogram that is developed and organized based on interactional procedures and policies that creates group working within workplace. The human resource management, especially the line management professional has to develop the best practice for the development of social relationships among employees. Furthermore, human resource climate dimensions such as job autonomy and employee integration are important variables that help to understand the nature of work-friendly relationship in the organization. Different studies also indicated that other human resource climate dimensions such as job positioning, employee value and integrity during work is important element to appraise overall work environment in the organization (Riordan and Griffeth, 1995).

(Chiaburu and Harrison, 2008b, Oldham and Hackman, 2010) investigated the work-friendly relationship in the organization and focused on the arguments regarding the productivity and efficiency of the work. They studied its increase due to organization based relationship in the organization and less focus on specific responsibilities (Simon et al., 2010). Moreover,

social relationship and interaction among employees was measured in context to overall operation of the organization. Therefore, human resource management especially the line management professionals must conduct effective practice to develop structures, policies and procedures that aid in increasing group working and social interaction among employees (Lengnick-Hall and Lengnick-Hall, 2003a). Moreover the effective work-friendly relationship, team working, involvement and interaction among workforce members are also linked to desired organization productivity and efficiency. The work-friendly practices influence the quality level, reengineering and innovation, performance and overall desired outcomes. They also increase profitability, stakeholder wealth and decrease losses and employees turnover (Ferris et al., 2009).

The work-friendly relationships is develops opportunities for enhance employees values as compare to non-work-friendly relationships. The nature of these relationships has also different forms in term of consequences, functions and development. The nature of all types of organizations, it's all of organizational process and procedures, all levels of reporting systems within the organizations, the whole organizational activities happen inside the background of interpersonal or workplace relationships. Peer, work-friendly relationships within the organization take into consideration the effective elements for increasing organizational productivity.

The connection between work-friendly relationships and organizational productivity is also different in the context of their planning, development, functions and values. Furthermore, there is a lack of literature arguments in the context of the word "friend" and argument to work-friendly relationship in the organization. The basic reason is the difference in thinking, perception, and interaction among different people in the

organization (Pahl-Wostl, 2002). On one hand each department organizational organogram, job recruitment, selection and other analysis are some important predictors to understand formal communication, structure and level of working among people as well as department in the organization. On the other hand, there is lack of these practices to show an actual level of quality of the organization, these relationships usually represent the formal interaction and relationship among that does not actually operate. These relationships are showed in organizational organogram but actually do not exist in overall organizational practices (Sias and Gallagher, 2009a). Therefore in order to maintain organized classification of informal interaction and relationships among workers, work-friendly relationship is an important element and the afore-mentioned factors are powerful tools to development work-friendly relationship in the organization (Sias and Gallagher, 2009a). Despite filling the gap of scholarly literature and studies by others to understand the meaning of work-friendly relationship in the organization, many academic researchers have investigated work relationship to the context of relationships.

The work-friendly relationship among employees in the organization consists of shared information and values that support the development formal roles with in workplace (Sias, 2008). Further, these societal relationships (Spencer and Pahl, 2006) are categorized on the base of personal nature of worker that generated worker development, values, integrity (Smith and Wilson, 2009). The work-friendly relationship is also important to manage formal standards and procedures within the workplace. The management of the organization develops these procedures to overcome different causes such as conflicts among employees, unionization and overall organizational politics. These workplace relationships provide opportunities to worker to share their difficulties during work and any dissatisfaction regarding their job.

Commonly if any work in the organization is face any conflicts, dispute and dissatisfaction, the first share of information by an employee is to his/her friends work in the workplace. Therefore work-friendly relationship is helped to address any complaint among employees and line management professionals are aided in solving these complaints. The work-friendly relationship is naturally informal at all levels in the organization (Berman et al., 2002). These work-friendly relationship represent management planning and strategies (Berman et al., 2002) and in modern business environment, the work-friendly relationships are considered workplace operation in the context of organizational productivity. (Dickie, 2009).

The literature of current dissertation relating to work-friendly relationships has linked with the development of workforce and the organization as a whole. In particular, the literature has mainly focused on the development of social relationships among workforce with effective leaderships traits and human capital management. Furthermore, human resource climate is also important to provide the supportive environment which is beneficial for increasing these relationships. The overall human climate is based on certain dimensions in which the relationships among employees are integral. Firstly, the human capital management is needed to strengthen these dimensions. In the light of current dissertation, there are two main dimensions which are considered important in supporting work-friendly relationship in the organization; 1) employee's integration and 2) job autonomy. On the other hand, other different human resource climate dimensions such as peer communication, commitment, employee satisfaction and values are also important and play an integral role in enhancing work-friendly relation at workplace. The current dissertation, however, is mainly focused on employee integration and job autonomy.

Work-friendly relationship and organization productivity

The informal friendly relationship among employees as compared to workplace relationships hinder the performance of organizational task and responsibilities, and therefore, these elements are key to develop informal structure in the organization (Morrison, 2005a). Despite understanding nature of work-friendly workers, difficult co-workers can decrease the productivity level in organization (Morrison, 2008, Sias and Gallagher, 2009a). It was evaluated that different social aspects at workplace including, job autonomy, employee integration, have positive influence on organizational productivity. The increasing trend of these relationships is considered to be the capital resource for the organization (Bandiera et al., 2008, Bandiera et al., 2010). Hence, the tendencies of the influence of these relationships have not been measured with relation to organization productivity. These social relationships have the opportunity to impart a significant impact on performance for both employees and organization. (Morrison 2005: 5) and thinking as instrumental (Berman et al., 2002) as well as support (Morrison and Nolan, 2009). These relationships serve as the basic characteristic of work experience of employees.

In addition, the work-friendly relationships are considered as a form of intrinsic reward (Sias and Cahill, 1998) for the workforce. It is also considered as an important source of social networking and support (Morrison & Nolan 2009) which is the opportunity to reduce employees turnover, stress burnout (L'Abate, 2007). Work-friendly relationship is linked with increased employees integration and support (Gordon and Hartman, 2009), belief (Sias, 2004), admiration, (Morrison, 2008), development (Mao, 2006, Mao et al., 2009), expansion (Sias et al., 2003), liveliness (Dutton and Ragins, 2007, Ragins and Button, 2007), and safety (Morrison,

2005b). The workplace friendship has the opportunity to increase the quality level of performance among different line and commitment in all employees at all positions (Nielsen et al., 2000). Hence, these positive employees' social outcomes have fortunate influences on organization productivity (Sias and Gallagher, 2009b).

In the context of organization effectiveness, work-friendly relationships have reduced workforce dissatisfaction, turnover and improved task integration, communication and values (Sias, 2008). Furthermore, work-friendly relationships have played a positive role in developing, organizing and simplifying modern innovation and changes according to nature of work because the belief and cohesiveness is the feature of these relationships (Kahn et al., 2003, McGrath and Krackhardt, 2003). The working conditions and environment of the organization is closely interdependent among coworkers in order to bring about the completion of a particular task. The workplace relationships require attention in order to get possible benefits, and also, reduced negative

circumstances of relationship deterioration. The work-friendly relationships play a significant positive influence on managerial and operational process as much as playing a role to enhance managerial control (Grey and Sturdy, 2007). Hence, any change and intervention at workplace, the effective work-friendly relationship and environment increases the opportunity to incorporate these changes as well as would encourage the workforce to adopt the new development. Therefore, human resource management practices and procedures have created a climate which supports and develops the workforce to adjust these interventions. Regarding the development and significance of work-friendly relationships at the workplace, there are limited researches which have addressed the opportunity of these relationships. On the other hand, the human capital management is focused to understand different factors and antecedents that create the opportunity for developing such effective work relationships.

#### Transformational Leadership and organization productivity



## Leadership

The workforce integrity and commitment is linked with leadership in different ways, but the particular nature of leadership in the workforce relationships is ambiguous. The current dissertation does not focus on the understanding of the nature of leadership in the context of workforce personal attributes such as integrity, values and commitment because they have already analyzed in past researches (Palanski and Yammarino, 2007, Palanski et al., 2011, Avey et al., 2011, Fields, 2007). The current dissertation focuses on the analysis of the style of leadership especially transformational leadership which plays a vital role for the development of organizational productivity. Leadership is an important tool that increases the integrity and satisfaction of employees in the organization. (Palanski and Yammarino, 2009).

The success and achievement of organizations is measured on basis of organizational climate and effective performance of its workforce. Transformation leadership is important to understand the efficiency of human capital especially for top level workforce that has played strategic impact of organizational productivity. It also reflects the personality of its workforce and how they managed the work environments which impacted the productivity of the organization as well as job autonomy, level of participation and work-friendly relationships (Anderson and Narus, 1984, Levinson and Rosenthal, 1984). Transactional and transformational leadership styles are significant for an organization's productivity and achieving its workplace relationships. Many organizations have major concerns to identify which leadership styles should adopt into the workforce in order to enhance work performance and work-friendly relationships. It also focuses on the development of talented professionals that have the ability to increase participation levels in the work friendly

environment (Colonia-Willner, 1998). The leadership style of the key professionals is determined on the basis of their attitude and character. Therefore, the leadership style can be described as "the kind of behavior and abilities which the manager has and which enables him/her to interact with the employees to achieve goals". In the light of transformational leadership in organization, the line management and human resource professionals work together in order to increase work-friendly relationships (Guest, 2011).

Literature indicates that leadership styles have been studied widely in the context of different organizational practices (Baron, 1995). On the other hand, leaders have had a traditional view of the existing culture and work environment of the organization. Many other researchers have analyzed the nature of leadership in accordance with the behavior of the organization (Bernard, 1926, Blake et al., 1968, Drath and Palus, 1994, House, 1971). The research relating to the concept of leadership has been expanded and focused upon with different work practices and environments of the organization (Schein, 1999). The effective leader must understand the level of productive work environment which would be beneficial in addressing different issues in the organization.

An effective level of leadership is also important at the time of changing the nature of work and reengineering existing works because leaders must be capable of familiarizing themselves with the new changes. (Baron, 1995) investigated the organizations that have showed resistance to change and their business in accordance with economic conditions (e.g., modern information technology, economic condition, external forces, mergers, completion). They were found to have faced more problems as compared to organizations which had innovated the nature of their businesses in accordance with economic conditions. Hence, effective leadership must anticipate and capably manage modern changes

in accordance with the proper management of the talent in the organization (Majeed, 2013). The leaders successfully analyze the projected reengineering cost, labor cost, process, procedures and state regulations. The concept of culture has been broadly discussed at the time of measuring the internal work practices and environments. In fact, many researchers have found that the two factors most essential in creating a productive culture within an organization is the socializing work relationship among its employees (Schein, 1990) as well as the leadership style and traits exhibited by its top level management. The leaders use different approaches to manage all the aspects of employee relationships and organization productivity. They specifically focus on the management of effective talent that play important roles for the performance of an organization (Majeed, 2013). Other approaches such as culture management, knowledge management, and effective human resource climate, as for as the management of organization environment must also exist within the leaders' quantum of knowledge and they must know and understand the level of the existing culture in order to improve more productive and knowledgeable work environment. (Baron, 1995) has analyzed that most organizations lacked proactive application of cultural change and availing modern opportunities. Additionally, he also suggested that the rising trend of human resource development professionals must understand the variety of managerial and leadership abilities as well culture management. Essentially, modern skills are required for leaders in order to manage the work environment and relationship among employees.

Literature also indicates that organization relationships and human capital management are essential for the development of productive work environment. Some developed organizations proactively manage the work

environment according to change experienced in internal and external culture. However, both developed and underdeveloped organizations face problems while managing the work relationship in accordance with rapid change in culture. In today's environment of global markets, particularly in UAE, organizations are facing problems due to extensive competition, accelerated product life cycles, and internal and external relationships. Most research studies covering the concept of leadership are focused on the behavior of the leaders as individuals and within groups, especially a leader's behavior toward followers. In some cases, the number of the subordinates is far too large; in such situations there is a void to be filled regarding the understanding of the influence of a leader's behavior on groups or teams in an organization (Alvesson and Berg, 1992). Hence few research studies analyzed the influence of leadership in relation to employee relationship as well as the culture of the organization as a whole (Tzeng and Uzzi, 2000). Typically, a few research studies focused on the influence of top-level leaders on different line or middle management. (Yukl, 2002) analyzed that the culture and environment of the organization was only positively changed or modified as the result of effective Transformational Leadership. The research also suggested that the Transformational Leadership and Transactional Leadership are important predictors for organization environment and productivity.

The concept of leadership and the effectiveness of leaders have not been properly studied in different past researches in accordance with the insights of their vigorous organization values, life and responsible expenses incurred by the organization capacity and strategic assets (Treviño et al., 1998). The literature available on business leadership and organization accountability is varied (Mouritsen, 1996). The modern business condition in Britain, the work practices of social relationship, employee

integration and overall environmental cost and management has increased to a robust size and has long-drawn-out the importance of strategic business leadership accountability for increasing financial strength and shareholder wealth (Mathews, 1997). The business practices of social and moral accountability and academic quantitative studies have addressed business social efficiency and financial performance connection (Waddock and Graves, 1997). Nevertheless, the effective practices of leadership in different organizations are mostly not responsible for the effective implementation of ethical social values, relationship and environmental productivity. Many organizations do not properly understand the importance of business leadership aimed at the workforce and the management of such organizations lack the skills required to organize a work-friendly relation and effective social networking. This leads to the improvement in the performance of different lines and the organization as whole. As far as the concept of business leadership accountability from a global perspective is concerned, many leaders from developed organizations perform tasks below their basic responsibly, which creates a negative impact on organizational interest and property rights (Mokhiber and Weissman, 1999).

On the other hand, external leadership responsibility in cooperate business develops a major problem relating to the drawing of a differentiating line between the two issues. Therefore, more than 50 of the largest economies are companies. Many effective business leaders are responsible for the effective impact of positive decision making and development of effective social relationships at the workplace (Karliner, 1997). Within many modern U.S. organizations, the top level management of a particular organization thinks about the effectiveness of the cooperation of the leaders. The management of the organization's leaders may be extremely harmful

for the world because extensive leadership overlooking of relocation of bad organizations leads to developing countries (Korten, 1999). Moreover, the effective business leaders and higher level management of the organization has been analyzed deliberately for excessive promise to status quo procedures, having an unjustified blushing assessment of moral values of the organization, and changing for sustainable implementation of morals strategies with relation to particular business activities and constructions. Hence, this work pattern of business leadership accountability, along with the extensive practice unjustified work supremacy to avoid accountability, and address the basic challenges for the effective development of business leadership accountability model in the organization.

The current thesis addresses the different challenges and issues faced in the implementation of leadership (transformational and transactional), in different stratagems of top level management regarding leadership. Strategic leadership and moral values of the organization is the key intangible asset of the organization which nurtures and develops the accountability of corporate leaders. The integrity and moral values of the organization are also important for the judgment of behavioral activities in the organization. Therefore, the different activities and processes of leadership are an integral practice which serves as the basic needs for the workforce of an organization because leadership style and method are important elements to understand the condition and social relationship existing among the employees in the organization. (DePree, 1989) investigated reality and work relationship among the employees in an organization which is represented the moral implications of a leader's view about the reality at the workplace. In particular, the leader understands of social interactions, relationships and reality in such way that addressed the actual level of values



and beliefs among the employees (Rowse and Berry, 1993).

A leader who is managing and sharing his/her experiences is important for the development of employees in the organization (Kouzes and Posner, 2006). A leader also plays a substantial role in making a difference in the performance of the employees and helps to transfer the vision, mission and objectives of the organization to their followers. The leader can relate to an individual employee's interest, value to group or the organization as whole (Rowse and Berry, 1993). Moreover, the rules and values in the interpreted social relationship in real work environment deliver the importance and benefits of leadership through normative measurement.

### **Strategic Leadership**

The importance of leadership is it strategic or otherwise can be judged from the fact that it plays a key role in the enhancement of the productivity of the organization. The term strategic leadership includes the organization and its relationship with the employees as well as the environment. Strategic leadership is also based on the decision making to level management because the top level employees are important in the management of the success of the organization in accordance with the overall business environment. The current dissertation addresses the importance of human capital of the organization, especially, the top level management through knowledge management and talent management. Hence, the strategic leadership is an important tool to relate top level management leadership to the organizational strategies. The relation between strategies and top level leadership is important in order to develop smooth working and work-friendly relationships at the workplace. In addition, the strategic leadership correlates the mission, vision, identity and ideologies of the organization with the commanding environment

structure to its discriminated essential capabilities.

The term relatedly indicates that the vision of the leadership is not properly distinguishable to the different elements of strategies (Ireland and Hitt, 1999). The different elements of strategic leadership are basically changeable with regard to vision and components of leadership. With relation to different components of vision, the effective leaders not only concept social networking, realities and relationship at work environment but it vision's the organization mission. The relationship between the mission of the organization and ethics in the surrounding environment shows trustworthiness and importance of vision and organization. However, the mission of the organization is distributed broadly enough to represent the consistent value in the environment. The strategic plans trend to be stronger predictors of the organization's high-class benefits as well as competitive position. Such plans may be odds with benefits and moral values of the organization with the mission. The social environmental system of the organization is not concentrated with the vision of leaders toward the desire position of the organization even the mission of the organization may consistent with social values and plans. The core interest of the organization may differ from the social environment of the organization, that difference is characteristically branded as externalities. The basic aim of effective strategic leadership is to narrow the gap between organization interest and value in the environment. The major concern of strategic leadership is satisfying the human capital as well as lawfulness and trustworthiness of the organization. The visions of the leaders are equally trustworthy in social reality and this social reality is not affected by the success-oriented deliberations of the organization.

Contrary to this, the social interaction among employees must exceed organizational interests

and outline a trustworthy environment. Additionally, organizational trustworthiness and lawfulness in terms of an ideology is not efficient in the modern work environment. With respect to different components of organization strategies, however, strategic leadership is self-deliberately concerned with high-class interests of the organization. Strategic leadership in the organization encompasses two integral factors. Firstly, it covers comprehensive issues of the current situation of the organization and its unique and distinctive features as compared to its competitors. Secondly, it bounds comparatively narrow strategic plans oriented to exploiting tangible success factors such as financial strength, innovation and market value (Hosmer, 1994).

In the modern work environment and economic condition, the trend of mergers among organization and business units is increasing consistently, which in turn, increases the tension for the implementation of high-level strategic leadership within these organizations. The core tension for effective strategic leadership is related to the ignorance of the effective implementation of strategic leadership. The issues relating for the implementation of strategic leadership can be viewed for the occurrence of more basic faults in line management through management of leadership. The core vision of strategic leadership can be addressed on the basis of different qualitative normal services (Worden, 2003).

An effective, strong intermediary will be essential in the implementation of effective strategic leadership in the organization. The effective use of strategic leaders is also based on the work efficiency of the top level management of an organization. During the merging among different organizations, the basic issues raised are the classification of top level management. The management of two different organizations can manage their strategic activity in accordance

with the internal and external condition of the organization. The merger between these organizations, however, raises the issues of coherence of these strategic activities. Furthermore, the coherence with fulfillment of strategic position is also a major obstacle for both organizations because these positions play a strategic impact in the success of the organization. The effective mediator would address the important issues and cover the different principles and objectives within the visions of the merging organizations. The effective mediator also taps the important strategic concerns of the organizations involved in the merger. The different concepts such as employee integration, integrity and moral values can be used as a mediator which acts composed in such a way that the top level management of the both organizations retains their particular strategic leadership and decision making authority. Hence, the concept of integrity can be utilized to manage and operate the value in the vision and effective strategic planning and leadership in the organization. The term integrity refers to the way of action in the organization. Integrity is also a key element in the understanding of the action to the individual, group and the organization as a whole. Integrity as a mediator is important to the success of strategic leadership in the organization and how strategic leadership can enhance the sustainable competitive advantage in the market.

In the past, a few researchers have investigated the expected reward which a particular leadership has, i.e., positive influence with the unit performance and the performance of the organization as a whole. The reward of leadership is also linked with consolidated group productivity and performance. However, the relationship between leadership reinforcement and unit performance is more complicated in accordance with organizational goals and performance (Sims and Brinkman, 2002). (Petrick et al., 1999) have investigated that effective

leaders who have the ability to use contingent leadership style exert greater attraction and are more active in management decision making. The expectation from the top level management of the organization may have a positive influence on the perception towards contingent leadership style as well as the subordinate performance. On the other hand, if the leaders of the organization criticize the subordinate or group performance and the behavior of the leader leans more towards the stick and punishment then this type of behavior may have adverse effects on subordinate productivity and performance. Moreover this leadership style lack of skill and performance from the expectation toward the management.

In general, the previous literature indicates that the relationship between the contingent leadership style and follower performance is varied. Academic researchers and practitioners have analyzed a positive relationship between contingent leadership style of the leaders and followers performance. A few researchers and investigators have analyzed the negative relationship between contingent leadership style and followers performance (Bass et al., 1990, Dweck and Leggett, 1988). While still other researchers have analyzed that there is no relationship between leader's contingent leadership style and follower's performance (Hunt and Schuler, 1976). In the light of above discussion the leader who has followed contingent leadership is less effective for followers' productivity as compared to transformation and transaction leadership style. The transformation leadership style of the leader is more effective for management as well as followers because this style increases a follower's encouragement, feeling and social relationship. On the contrary, transactional leadership style leans more towards task accomplishment and work related activities. Both leadership styles are effective in particular work environments. The contingent leadership

style is less effective in the organization because this leadership style is more related to follower's punishment.

However, the empirical research studies have evidenced that the leaders are more dependent on the expectation of the management which may affect the follower's performance. Specifically, the leadership style relating more to contingent than behavior of leaders may impart a negative impact on follower's performance. Hence, the expectation of management may cause a negative perception about the employee's performance and such a type of expectation leads to a negative impact on organizational productivity and work-friendly relationship. Therefore, various past studies have concluded that transformational leadership has positive impacts on employee performance as well as the overall environment of the organization (Avolio et al., 1988, Bass and Yammarino, 1991). The transformation leadership style is attractive and encourages employees to accomplish more difficult tasks and goals. The transformational leadership approach is beneficial in solving issues in a modern creative style as well as developed abilities.

There exist a few research studies which have reported that the different styles of leadership such as transformational, transactional, charismatic and contingent have changed the performance levels of individuals, unit, high level groups of the organization or the whole organization itself. The impact of different leadership styles may be a positive or a negative, depending upon the ability and capability of the leaders. Research studies in the context of leadership and following performance is lacking due to misunderstanding of the long term effects of leaders on followers performance, motivation, self-esteem, encouragement, and preferences. Moreover, the theory is lacking in the modification of different aspects of leadership especially in the context of

transformational leadership. The current dissertation also develops the conceptual understanding of different styles of leadership for follower development and organizational performance. On the other hand, employee development and relationship is also based on different factors such as motivation, encouragement, integrity and mortality and empowerment. According to (Burns, 1978c), transformational leadership theory represents a continuous development of the employees. The major concern of transformation leadership theory is the increase in the performance level of employees. (Burns, 1978c) anticipated the compression between transformational leadership and transactional leadership and proposed that the leader's basic responsibility is to satisfy followers. (Bass, 1998) have proposed that the transformational leaders are capable of enhancing subordinate "need portfolios" in accordance with the context of Maslow's hierarchy. The transformational leaders, whose major concern is the fulfillment of followers needs

(Bass, 1985b) is analyzed that the extra efforts and hard work of the subordinate beyond the expectation level shows the motivation level and transformational capabilities of leaders. The motivation level of transformational leaders increases follower performance and productivity. Thus, the major emphasis of transformational leaders on sustaining self-actualization wants which reproduces the particular type of need based the level of motivation generates by the transformational leaders. (Burns, 1978d) is analyzed that morality is the second development approach to increase performance level of the followers. (Burns, 1978d) established follower development on the basis of (Kohlberg, 1973) theory. (Bass, 1998) has also suggested that the transformational leaders must be ethically inspiring the followers. On the other hand there is some difficulty in increasing the moral development among

followers. (Kohlberg, 1973) addressed that shifting from one level to next level of moral development may take many years and is a very long time-consuming development process which was infrequently incorporated and addressed in past research studies in the context of leadership. (Tsui et al., 1997) considered the alternative approach for measuring the moral development of the employees; particularly the development of values similar between the organization and their leaders where subordinate development is based on the process of transformational leadership style. The research study examined follower interaction and of the organization values which reflects the followers' moral development. (Bass, 1985a) highlighted the collection of different aspects of moral development and recommended that transformational leaders be capable of increasing follower self-interest as well as unit performance. (Wagner, 1995) refers to the term similar means the collection of different aspects of employees' orientation and performance assessments. (Shamir, 1995) investigated that leaders have transformational effects on collectivistic orientation of followers.

Different past research studies have investigated that empowerment has impacted follower development. Transformational leadership theory is more focused on subordinate development through job autonomy, employee integration and empowerment. The follower empowerment is automatic enhancement of the effective work-friendly relationship and fellowship at workplace (Graham, 1988). There is however a gap in the understanding of the effects of follower empowerment and their development and performance because transformational leaders must consider whether or not to enhance the development of the followers, if the productivity and abilities of the followers is weak (Klein and House, 1995). However, the different researchers and practitioners have suggested the critical-

independent approach for beneficial for follower's empowerment related process through transformational leaders. (Bass et al., 1990) studied that the leaders who have transformational leadership skills are able to increase their followers' capabilities, performance, thinking, creativity and modern operations at workplace. (Avolio and Gibbons, 1988) has hypothesized that the major concern of transformational leaders was the enhancement of a follower's self-development and self-management. The transformational leader is focused on resolving the issues and problems of the followers at individual and group level and the development of a particular system in which the individual has to apply self-management in order to address his weaknesses as well as converting them into strengths. (Shamir, 1995) analyzed the similar effects of transformational leaders on follower's self-management and self-development. Therefore, the critical self-management and self-independent approach is the outcome of transformational leaders towards follower development. (Kelley, 1992) addressed that transformational leadership is also important style to enhance followership among followers. (Kelley, 1992) addressed the best and worst characteristics of the followers. According to this concept, the best followers are those who actively participate in modern task management, self-management process and take initiative for new ideas. These followers are "self-starters". They perform beyond expectations for their task and responsibilities.

Consequently, self-development and active management are important approaches in increasing the follower's role at high level. These approaches are an investment for follower development and more effective through transformational leadership. According to (Conger and Kanungo, 1998) charismatic transformational approach enhances follower empowerment done by self-efficacy. (Shamir,

1995, Bass et al., 1987) has quantified that a high level of follower self-efficacy has a growing impact on leaders who have a transformational leadership style. Thus, precise self-efficacy is as a flexible tool for follower development through transformational leaders.

### **Transactional and Transformational Leadership**

During recent years, most research studies have analyzed the difference between managers who primarily focus on the work and level of position within administrative procedures (such as organizing, planning, implementing, assessing, budgeting, and supervisory) and the leaders who primarily focus on employee personal development, social relationships, enhancing existing talent and knowledge of followers or subordinates (Kotter, 2010, Zaleznik, 1989). (Zaleznik, 1989) is of the opinion that top position leaders can directly influence the enhancement of desired objects, images, performance expectation levels and alter moods of the workforce. (Zaleznik, 1989) concluded,

*"...the net result of this influence is to change the way people think about what is desirable, possible and necessary" (p.76).*

Most research studies have suggested that most managers employ non-coercive effects on unadulterated supervision, which syndicates the influence of management and leadership in the organization. The concept of management is primarily focused on completing particular responsibilities through traditional activities such as planning, organizing, monitoring, and controlling. On the other hand, the leadership is extremely focused on personnel development, feelings, and thinking, which are linked with the overall environment and relationship among people. (Alvesson and Berg, 1992) has elaborated that many managers apply the combination of both elements to their work activities. Leadership is, therefore, able to

change the existing environment and focus on modifying people's minds towards greater productivity and knowledge acquisition. Therefore, the main leadership approaches can be broadly discussed under two categories since the 1980s:

Transformational Leadership,

Transactional Leadership.

(Burns, 1979) developed the concept of Transformational Leadership in business activities. (Burns, 1979) also suggested that the process of leadership occurred in two types, that is, the personnel either apply transactional leadership skills or transformational leadership skills. In particular, Transactional Leadership is found to be a formal authority level of lawfulness in the work environment. The major concern of transactional leaders is the completion of particular tasks, fulfillment of responsibilities, and project. They are the leaders who focus on goal-oriented activities in the organization and workforce rewards and punishments are based on particular tasks which influence employee productivity.

In contrast, (Burns, 1978b) considered Transformational Leadership as the procedure which develops and encourages groups or subordinates by pleasing, integrity, satisfaction, commitment and ethical standards. Transformational leaders must be capable of improving an organization's desired objectives, work standards and mission. In addition, the subordinates must appreciate the trustworthiness of their leader. More recently, (Avolio et al., 1999) have developed a theory of Transformational Leadership which includes four dimensions. The first dimension of transformational leadership is idealized as the effect of leaders on the level of employee performance and personnel development. An idealized effect is defined as the capability and behavior of the leader that influences the outcome of subordinates or group management, development, hopes, and belief. Idealized effects include risk distribution as well as integrity and

ethical behavior. In this dimension, the leader thinks that the needs of followers are personal needs. The second dimension of transformational leadership relates to providing inspiration and motivation to the followers. In light of this dimension, the behavior of the leader is reflected in the salutation of the challenge faced by the subordinates. This behavior increases the motivation level of the followers and provides them with a clear expectation that is beneficial for attaining desired productivity. In addition, team work, spirit and commitment are also improved by applying this dimension.

The third dimension of transformational leadership is based on the intellectual stimulation of work among followers. Effective leaders develop modern ideas and innovative solutions to different problems which motivate employees to adapt new changes and increase productivity. In light of this dimension, the leader also manages the performance level of the employees in accordance with new technology, innovation and work environment. Finally, the last dimension of transformational leadership is based on individualized consideration. In light of this dimension, the leader listens to feedback, suggestions, and pays superior consideration to subordinate accomplishments. Although the concept of Transformational Leadership is comparatively modern as compared to transactional leadership, a few research studies have supported and measured the logical and empirical effects of transformational leadership from an organizational perspective. (Bass and Avolio, 1993) developed the model of transformational leadership by applying Multifactor Leadership Questionnaire (MLQ). (Bass and Avolio, 1993) have investigated the positive correlation between subordinate assessment of a leader's effectiveness and work satisfaction. In addition, a few other research studies have investigated that leaders who

follow transformational leadership, positively relate with different outcomes such as subordinate role, performance, perceptions, mission (Tracey and Hinkin, 1994).

(Seltzer and Bass, 1990) defines Transformational Leadership as the idealized influence of the followers. It increases and develops transparency and high performance expectation, promotes and develops problem solving techniques and intelligence and gives special attention to subordinate feedback. (Bass and Stogdill, 1990) defines Transactional Leadership as exchange and consideration of rewards for subordinate effort, manage performance and accomplishments, manage expectation level of followers, analyze weakness at work and apply corrective action to convert these weaknesses into strengths and develop performance standards. Hence, Transformational Leadership studies are comprised of the ability of the leaders that increase the motivation level of the followers by understanding the value, needs, ethical purpose (Bass, 1985b, Bass and Stogdill, 1990, Burns, 1979, Burns, 1978b, Yukl, 2002) and knowledge-based achievable goals (Bennis). They encourage employees to share goals that are outlines in the major focus for development of subordinates (Robbins et al., 2003). On the other hand, research studies relating to the area of Transformational Leadership are discussed less in order to understand followers skills, abilities and ambiguity regarding particular tasks (Robbins, 1996). Furthermore, less researches address the leader's bias to their followers (Bennis) and leader's capabilities to previously-made decisions made by subordinates (O'Connell, 1995). In light of the above approaches regarding transactional and transformational leadership, it is a suitable way to understand overall environment of the organization.

Research studies have broadly investigated the impact of Transformational Leadership and

Transactional Leadership on employee performance (Bass and Steidlmeier, 1999). Many research studies have analyzed that there is a greater positive influence of Transformational Leadership, on an organization's outcome, as compared to transactional leadership. (Waldman et al., 1987) investigated that employees who worked with transformational leaders were committed, satisfied and showed positive work relationship, at the time of performance assessment, as compared to the employees who worked with Transactional Leadership. (Seltzer and Bass, 1990) has been analyzed that the perception of the followers indicated that transformational leaders to be more effective than transactional leaders.

(Litwin and Stringer, 1966) analyzed the behavior of transformation by utilizing the different climate existent in three different hypothetical organizations. These climates were:

Authoritarian structured climate,

Democratic climate,

Transformational (achieving) climate.

The organization which the leader followed Transformational Leadership behaviors had created a significant impact on financial strength, innovation, and work relationship.

(Jung, 2001) analyzed the impact of Transformational Leadership and Transactional Leadership on work activities in the organization.

(Jung, 2001) collected data form more business undergraduate scholars at a large public university. The result of Jung (2000-2001) designated that Transformational Leadership developed high innovation, commitment, innovation, satisfaction and creativity among employees at the workplace. (Butler Jr et al., 1999) analyzed the significant positive correlation between Transformational Leadership and the level of integrity, values and satisfaction of the followers. (MacKenzie et al., 2001) evidenced that the organization productivity is direct and indirect correlated with Transformational Leadership. (Hoover,

1991) exposed that Transformational Leadership was a significant relationship with perceptions of superiors' effectiveness.

(Yammarino et al., 1993) analyzed the positive relationship between Transformational Leadership and organization productivity and further positively linked workforce reward with the different constituents of Transactional Leadership. (Howell and Hall-Merenda, 1999) Studied the impact of leaders member exchange theory on Transformational Leadership, and Transactional Leadership. (Howell and Hall-Merenda, 1999) analyzed the perception of the employees which indicated a positive influence to the correlation between Transformational Leadership and Transactional Leadership. Finally, (Jung, 2001) applied path analysis statistical tool to understand the impact of 't' Transformational Leadership and Transactional Leadership on followers' trust and value congruence. The research also suggested that Transformational Leadership had both direct and indirect effects and Transactional Leadership had indirect effects.

Past research studies have consistently analyzed that laissez-faire leadership styles are the less effective and productive styles as compared to transformational and transactional leadership styles (Bass and Stogdill, 1990). Laissez-faire leadership styles are managed by little awareness and wisdom of achievement, more ambiguity of group unity (Bass and Stogdill, 1990). According the research studies of (Lippitt and White, 1943), the results of laissez-faire leadership were poor quality and less effective during work environment. The employees and leaders both do not properly show the effectiveness of laissez-faire leadership style. The work environment and productivity and efficiency of the employees and the organization indicates the negative impact by the implementation of laissez-faire leadership styles. (Yammarino et al., 1993) have analyzed that laissez-faire leadership had a significant negative

impact on the performance of United States Navy Captains. Furthermore, the behavior of the officers indicates the combined trust between the manger and his team.

### **Transformational Leadership**

The transformational leader is the employee of the organization who encourages and stimulates work performance and extraordinary outcomes. Transformational leaders focus on the development of their followers performance, productivity and effective social relationships. They change employee performance and instill in themselves awareness regarding particular issues and problems during work. They are capable of solving issues by applying modern techniques and procedures and stimulating employees to put additional effort in order to accomplish particular goals. The Transformational leadership theory and logical argument regarding past studies is indicated by the positive impact on employees and team interest and achievements (Lussier and Achua, 2012).

Literature has indicated that the concept of transformational leadership developed by (Burns, 1978a, Seltzer and Bass, 1990). They used descriptive research methodology on political leaders, but the implication of transformational leadership on organization perspective and management was modified by (Avolio et al., 1999). The Transformational leadership increases the moral values, motivation, satisfaction, commitment, integrity and productivity of the employees by the effective utilization of diversity of instruments. These mechanism and instruments includes employee wisdom of identity as well as combined identity of the organization. Being a role model and being a transformational leader, the motivation encourages the employees to enhance their interest, work productivity, capability to handle critical task and analyze and overcome their weaknesses during work. The



transformational leader plays a vital role in aligning employee performance and reward. (Yammarino and Dubinsky, 1994) investigated the four different components of transformational leadership. The first component indicates charismatic leadership. In this leadership, the behavior of the leaders applies admirable ways which affects employees or subordinates to understand a strong combination of values and integrity. The second components relates to inspirational and motivational leadership in which the leaders are capable to motivate and articulate a particular vision that attracts as well inspires the employees to put in their best performance above expectation level for the accomplishment of future goals. The third component relates to Intellectual stimulation in which the effective leader stimulates and encourages the employees through challenges and critical situations by guiding and giving a practical model. In the component, the leader connects employees to goals and develops creativity to reduce any obstacles. The fourth component relates to personal attention, in which the leader shows their personal attention and interest to particular employees and acts as a coach to solve any issues during work. The leader also motivates and appreciates the employees to contribute their performance as a team or group. The leader caters to each employees needs and fulfills as a team need and fulfillment as well as the leaders further inspires the employees to increase growth and productivity. On the other hand, (Yukl, 1999) investigated seven major weaknesses of Transformational leadership. The first weakness relates the ambiguity to understand the influences as well as process of transformational leadership.

Past research studies lacked a definition of the logical arguments relating to interrelating variables between transformational leadership and organization productivity. The logical arguments would be stronger if the relationship

between transformational leadership and organization productivity was clearer and elaborated how different social factors effect both internal and external environs. Secondly, the theory overemphasizes the concept of the transformational leadership at the dyadic level. The theory explains that transformational leaders are a direct influence on the performance of employees but it does not analyze the influence on groups or at an organizational level. Therefore, the impact of transformational leaders may be different at different levels of an organization. At an individual level, the leaders just motivate, analyze the behavior and develop mechanism for particular employees. While in group or organization level, the mechanism and process of the transformational leaders is changed in accordance with the performance and productivity of the combination of employees. Moreover, pertinent group-level procedures comprise the affectivity of work is organized for individual level and effective connection of these work at inter-related group activities. The influence of transformational leaders is also changed due to the employee agreements about particular tasks and joint integrity, values and collaboration among these employees. Further the employee identification, confidence, commitment, capacity, efficient utilization of resources, and external coordination influences the capabilities of transformation at group and organizational level. Hence, the transformational leader influence is not properly defined and analyzed in leadership theories. On the other hand, the explanation of organizational productivity and efficiency is insufficient in most theories of transformational leadership. The transformational leadership is the key determinant for analyzing organizational productivity but there is causal effects of the behavior of transformational leaders on organization process that eventually determines productivity is infrequently defined in research on transformational leadership (Yukl, 1999).

Transformational leadership philosophies and logical arguments would provide opportunity for more detailed investigations of the influence of transformation leaders on group and organizational productivity. Thirdly, the variation of the behavior of the employees is not properly clarified and explained in past research studies. The behavior of transformation leaders is overlapped and results showed high inter-correlation about the reliability and validity of the leader's learning methods and contents. For example, knowledgeable motivation is based on influence of followers or employees' basic hopes and beliefs but if they develop the intellectual simulation or motivation in different way, problems will occur due to variation in contents. The content is varied as well as unclear. Therefore, there is no efficient and definite explanation of a leader's influence on intellectual procedures and process or behavior of the employees or subordinates.

### **Transformation leadership and top level management**

The behavior of the top management is associated with leadership which includes enunciating a mission and vision; developing desire productivity and goals; as long as support, effective relationships within work and high level operational activities continue. The positive relationship among leaders and followers represents performance within organization and quality level given by the followers to their leaders. The leaders' values, behaviors, commitment and follower relationship is linked with organizational performance (Podsakoff et al., 1990). Literature also indicated that there is positive relationship between transformational leadership and organizational productivity especially at cross-functional levels and departments, according to (Bass and Riggio, 2006) when the subordinate has a strong influence and qualities to articulate desired goals, then the transformational leadership is occurred to support these goals. On the other

hand, the leaders' motivation and quality consistently support to their followers in order to fulfill the collective interest of the organization (Yukl, 2002).

An alternative, transformation leadership is closely related to performance in the context of social identification, which originates follower satisfaction, peer friendly relationships and collective efforts. This perspective increases the influence of social relationship at workplace. Transformational leaders enhance the philosophical position of vision and employee encouragement; develop connections between employee self-thinking and this vision of the organization, and build social networking among employees which is beneficial for effective implementation of a productive environment. The internal development of a leader's integrity, beliefs and values are the key factors that draw identification of collective problems (Shamir et al., 1993). Effective transformational leaders behave and act in a way that increases follower encouragement, self-interest and modern thinking. The psychological capitals of the followers are more supported and strengthened when the effective leaders of the organization develop confidence, encouragement, beliefs, integrity and abilities. The term psychological capital is related to the human resource with regards to particular work and is based on confidence, thinking, encouragement and appreciation. The past empirical research studies regarding the concept of transformation leaders report a positive association between the efficiency of effective leaders and performance of the followers (Lowe et al., 1996). Literature also indicated that organizational citizenship behavior is developed a positive impact on the performance of employees and an increase in overall productivity of the organization was observed. This behavior of the organization is beneficial for the development of formal job autonomy, employee integration, job descriptions, and supports work productivity by

increasing a psychological and effective social work environment. Moreover, the positive organization citizenship behavior reduces conflicts and dissatisfaction among employees which creates a negative impact on the productivity and future success of the organization. The conflicts among employees reduce task performance of the employees. There are two types of conflicts, namely, work related conflicts and social conflicts. Both are raised in modern organizations. Work related conflicts and especially social conflicts at work place substantially reduce the performance and work-friendly relationship of the employees of an organization.

Therefore, effective transformation leaders must encourage their followers by giving importance to collective issues and particularly follower interest. Specific employees who are essentially inspired to complete a group and organization vision without expecting personal interest are integral in the sharing of important to share group workplace goals. These followers make assert a positive influence on the productivity because their self-interest and self-concept are developed by these effective contributions. Hence, the positive correlation between organization citizenship behavior and transformational leaders has supported the empirical results for the productivity of the organization (Podsakoff et al., 1990).

Literature has indicated that a more organized understanding of integrity may vary for different perspectives and theories. (Brown and Treviño, 2006) has explored that integrity plays a significant influence with respect to different theories. The literature of the current dissertation is also focused on different theories and their effective influence on the performance of leaders. These theories also help the leaders in reaching solutions for different issues and challenges faced in the development of integrity among employees. (Burns, 1978c) suggested that transformational leadership is an important

component of the organization for the development of positive ethical environment, but (Gong and Fan, 2006) argued that the transformational leadership could be either ethical or unethical.

According to (Bass and Steidlmeier, 1999), integrity is a key component for the development of moral values, trust and authentic transformational leadership at the workplace. (Simons, 1999) has evidenced that Behavioral Integrity is another important element for the effective implementation of a work-friendly environment and transformational leadership. (Tracey and Hinkin, 1994) has evaluated the strong positive correlation between transformational leadership and integrity at the workplace. In the application of social research approach, (Brown et al., 2005) have developed a conceptual understanding of ethical leadership model as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making.” The research study has reported that integrity is one of the major components which are suitable styles of conduct for transformational leaders. According to (Fry, 2003), spiritual leadership is “the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership.” One of the major topographies of (Fry, 2003) is the establishment of inherent outcomes based on the aspects of unselfish love. Hence, integrity is a major component of different aspects of altruistic love in Fry theoretical model with relation to authentic leadership. (Avolio et al., 2004) reported that authentic leaders are “those who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths; aware

of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and of high moral character". (Luthans and Avolio, 2003) has alluded that authentic leadership was an original concept that effectively establishes integrity among employees. (Walumbwa et al., 2008) corroborated the major role and significance of leader's adopted ethical viewpoint which contains the self-achievement of behavioral integrity in the organization. Although the explanation of a particular theoretical role in the concept of integrity varies among different theories, integrity is as yet significant for the success of employees and the organization as a whole. Hence, the each perspective of the theories relating to integrity is mainly discussed with individual level interest.

Lastly, like most leadership theories, transformational leadership theory assumes the heroic leadership stereotype. Effective performance by an individual, group, or organization is assumed to depend on leadership by an individual with the skills to find the right path and motivate others to take it. In most versions of transformational leadership theory, it is a basic postulate that an effective leader will influence followers to make self-sacrifices and exert exceptional effort. Influence is unidirectional, and it flows from the leader to the follower. When a correlation is found between transformational leadership and subordinate commitment or performance, the results are interpreted as showing that the leader influenced subordinates to perform better. There is little interest in describing reciprocal influence processes or shared leadership. Researchers study how leaders motivate followers or overcome their resistance, not how leaders encourage followers to challenge the leader's vision or develop a better one.

In spite of the numerous criticisms of transformational leadership, its popularity has grown in recent years (Yukl, 2002). For instance, studies have shown that managers in different settings, including the military and business found that transformational leaders were evaluated as more effective, higher performers, more promotable than their transactional counterparts, and more interpersonally sensitive. Empirical evidence also shows that transformational leadership is strongly correlated with employee work outcomes such as: lower turnover rates, higher level of productivity, employee satisfaction, creativity, and goal attainment and follower well-being

#### **Transformational leadership and organization productivity**

The effective leadership has significant positive impact on productivity and capability of the organization (Finkelstein and Hambrick, 1997, Treviño et al., 1998, Ciulla, 2004). Leadership (transformation and transaction) influences employee relationships, values and social development programs. Furthermore, it integrates different activities, especially among different departments, more effectively (Weaver et al., 1999, Buller and McEvoy, 2000, Dukerich et al., 1990). Strategic human resource planning is enhanced by the performance of different lines especially the line manager in the organization. Effective leadership activities of the line manager are directly influencing on the organizational productivity. (Ireland and Hitt, 1999) elaborate that strategic leadership is the formulation as well as incorporation of strategic objectives, missions, visions and aims that are vital to the achievement of competitive advantages in the market. Strategic leadership is an imperceptible capability that enhances basic skills linking reputation (Petrick and Quinn, 2000, Petrick et al., 1999).

The concept of leadership in the context of strategies is not simple and adds to its value in difficult measure. In particular, the basic theme of implementing reliable leadership vision is demanding a strategic interest and decision making which accomplishes that vision. According to (Ahn et al., 2011), the first major responsibility of the leader is to understand and explain the actual environment of the organization. The leader is focused on analyzing actual and desired relationships, work experiences, moving working force to social outcomes (Worden, 2003, Enderle, 1987). In fact, the management of the organization socially builds authenticities (Morgan et al., 1997). Therefore, the leaders who effectively understand the nature of workforce relationship and the actual environment can develop the effective plan for improving organizational productivity (Caldwell et al., 2002). (Smircich and Morgan, 1982) analyzed that leaders "structure experience in meaningful ways". The leader has the capabilities to organize and interpret circumstances which previously were unchanged by mutual understanding of reality. In particular, the crucial factor of leadership is to understand the influence of capacity in the organization. The leadership him/herself is important in understanding the human relationship as compared to what is conceived by men.

According to (Bass and Steidlmeier, 1999) leadership (transformational and transactional) has various effects on groups. Transactional leadership is based on the particular rewards and outcomes by achieving level of productivity of the followers. In light of this concept, both leaders and followers develop particular agreement which is based on particular performance. The reward is provided to the followers based on the competition of particular agreement. Leaders and followers mutually share rewards and similar relationships. Literature also specified the relationship among

leadership and different outcomes such as commitment, values, satisfaction and performance (Hunt et al., 1978, Klimoski and Hayes, 1980). Contrarily, (Bass and Steidlmeier, 1999) analyzed that transformational leadership would influence the output of subordinates which in turn increases the positive influence of the leaders. The increased productivity level of the subordinate is due to the commitment of the leader, their motivation, the quality level of development. By increasing the self-interest and relationships of the workers, transformational leadership can be vital to get optimum level of productivity in the organization.

Leadership has a positive link with organizational performance because this relationship is based on the positive behavior of the leader to their followers. Some past researches investigated that the results of effective leadership has positive relationship with follower's productivity and social relationship (Podsakoff et al., 1984, Podsakoff et al., 1990). Organizational work-friendly environment and transformational leadership have been studied both logically and empirically relating to the context of organization performance. In the era of late 1990, much research studies have been presented on the comparative relationship between effective work environment and organization effectiveness (Calori and Sarnin, 1991, Denison, 1990, Denison and Mishra, 1995, Gordon and DiTomaso, 1992, Gordon, 1991, Kotter, 1952). In the context of transformational leadership, (Bass, 1985b) investigated that the transformational leadership qualities increased the organization productivity beyond expectations (Avolio et al., 1999, Lowe et al., 1996, Waldman and Yammarino, 1999). Although there are a number of research studies which have investigated the logical relationship between organizational work environment and leadership (Waldman and Yammarino, 1999, Schein, 2010, Trice and Beyer, 1993) there is still a gap in the analysis of the empirical relationship

between organization work environment and organization productivity. These relationships are also analyzed with other modern variables such as human capital management, human resource climate and influence of line management on these activities. This dissertation also analyzed the empirical relationship between organizational productivity and transformation leadership based on the effects they have on human capital management and human resource climate. In order to investigate the relationship among these concepts, the current dissertation thoroughly evaluated the data and arguments presented in literature which strengthens the logical as well empirical relationship of proposed research of this dissertation. (Denison et al., 2004) have industrialized the concept of different elements of organization productivity and culture.

(Cooke and Szumal, 1993) have analyzed different social elements such as employee's participation, social interpersonal relationship, decision making. (Marcoulides and Heck, 1993) deduced that culture, especially work relationship reflected a positive impact on organizational productivity and efficiency. (Petty et al., 1995) investigated that effective environment has significant importance in the development of smooth working in the organization. Similarly, (Smart and John, 1996) investigated that workforce supportive climate enhanced higher performance. (Bass and Avolio, 1993) have noted that leadership and effective work environment are positively linked with organization effectiveness. It infers that effective work environment is considered the basis of transformational talent. Moreover, past researches have emphasized that transformational leadership is a vital approach to enhance social relationship in the organization. These relationships are important to enhance organization productivity and indicate the effectiveness of human capital development activities. Transformational

leadership describes the qualities which increase follower values, commitment and effectiveness. According to (Bass, 1985b), transformational leaders worked within the existing work environment in the organization but their major concern to modify these environment was more effective. Transformational leaders promote effective working relationships that increase productivity and personal development. Likewise, (Bass and Avolio, 1993) recommended that transformational leaders increase more transformational work qualities at workplace which increase employee's relationship, commitment, satisfaction, values and performance. These positive relationship overall represent the level of productivity; therefore, transformational leadership has positive effects of organization productivity.

(Block, 2003) analyzed that employees who are involved in happy relationships at workplace and satisfied with their managers high influence organization productivity. Transformational leadership and workforce relationship are associated with the overall values of individuals, group and organization as whole (Pillai and Meindl, 1998). Moreover, (Waldman and Yammarino, 1999) have analyzed the mutual connection between leadership and organizational environment. They suggested that transformation leaders or charismatic leaders impact an organization's adoptive productivity. Literature has also supported the argument of the current dissertation objective that transformational leadership directly influences organization productivity.

The transformation leaders have the quality to understand the existing skill of the workers in accordance with the working relationship and environment of the organization. Moreover, effective human resource climate supports these leaders to apply their quality to their followers because if the overall climate of the organization is not supported for smooth working then it becomes very difficult work to thrive.

Furthermore, the management of the organization has a major concern when it has to retain effective leaders that have charismatic qualities in order to increase the productivity and efficiency. In the light of above discussion, the productivity of the organization is based on effective leaders with the right skills, abilities and position in the organization. The positions with respect to the knowledge and talent of these leaders are linked with the effective human capital management in the organization. (Ogbonna and Harris, 2000) have investigated participative leadership is positively influenced organizational productivity through effective working environment. Moreover, (Lim, 1995) has investigated that effective culture filter organization productivity through other significant variables.

The leadership model by (Avolio, 2007) classified the difference between transformational and transactional leaders. The transactional leaders are supported in setting desired goals, clarifying responsibilities, and consideration to goals and rewards. On the other hand, transformational leadership influence by assessing follower performance, giving valuable support and

motivating to perform particular tasks. Transformational leaders showed motivating behavior and intellectual stimulation that influenced followers' performance at a higher scale. This behavior and quality is transformed into their follower's productivity which leads the overall level of productivity in organization to rise. The principal characteristic of transformational leadership is the emphasis on follower productivity and development (Avolio and Gibbons, 1988). The leaders that have transformational leadership traits assess the level of potential of followers with respect to their skill, abilities, and commitments. In contrast, Transactional leaders have major responsibilities for developing and supporting their followers (Basu and Green, 1997).

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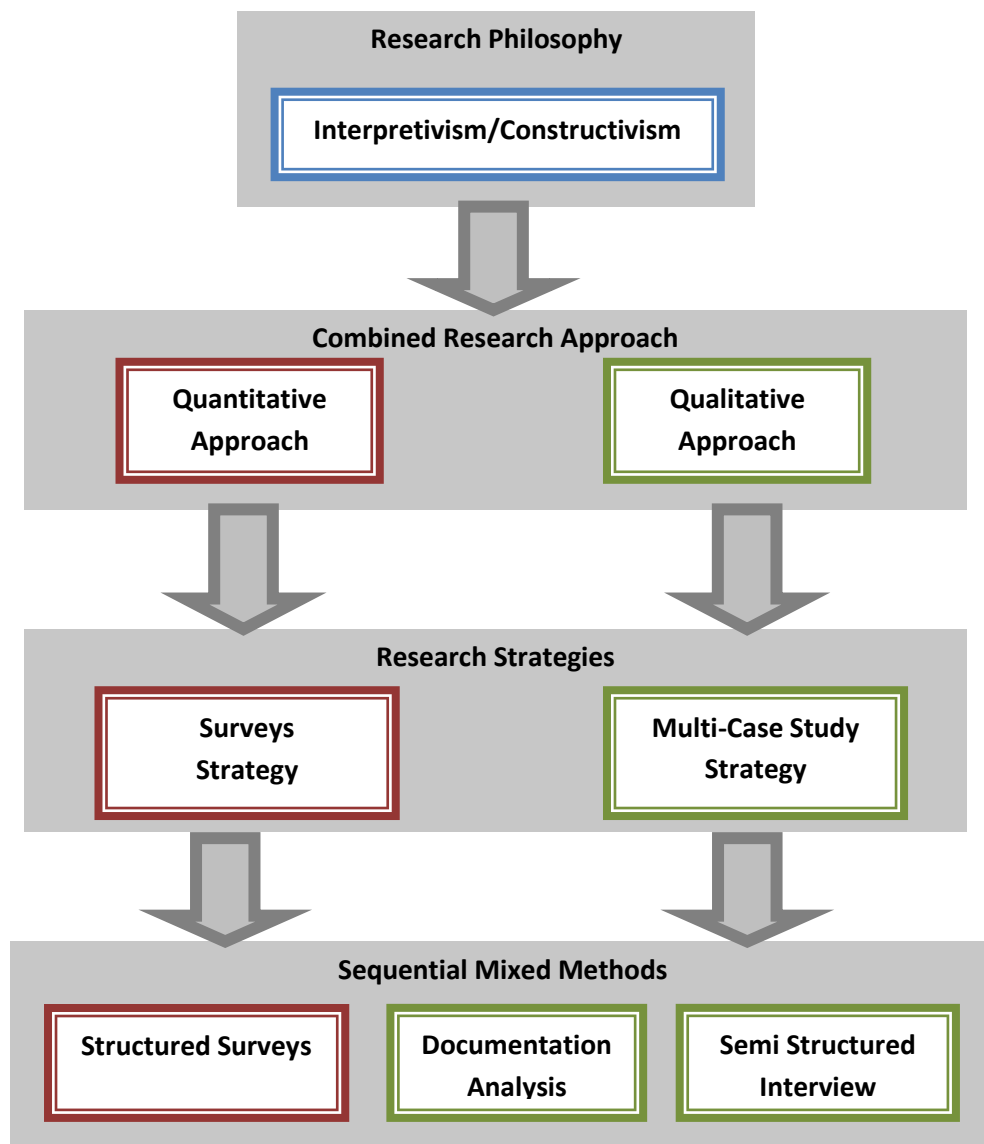


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# IMPACT OF DIFFERENT FACTORS ON ORGANIZATIONAL PRODUCTIVITY - RESEARCH METHODOLOGY

Omar Al Marzooqi

Structure of Research Methodology



## Summary of Research Methodology

### Introduction

Research methodology of current study is based on understanding the influence of line management on the productivity in public sector organization in Abu Dhabi. This study used Quantitative research approach. The primary data collected from a series of structures questionnaires, which was circulated to the employees of public sector organization.

### Research Paradigm

According to (Saunders et al., 2011), the basic approaches is used to analyze the research questions by using various data collections techniques, case studies and information surveys. On the other hand, empirical researches occupy investigator working operations linked with business practitioners and analyzers to examine a particular problems or issues, provides a reliable and applicable solutions of these issues. Further, the extremely empirical research technique permits business practitioner and researchers to investigate the issues and research questions in depth analysis as compare survey research and case study analysis, it encourage the researcher to analyze much closed results. Further, if the researchers become more focus to their desired result, the finding of their research may be biased due to reflect the observation desired target. Whereas, surveys is one of the data collections techniques which frequently applied for descriptive and empirical research, which is beneficial for research directions and suggestion for particular issues. Moreover, surveys questionnaires permit academic researchers and business practitioners to gather important qualitative as well as quantitative data, hence strengthen variety of both qualitative and quantitative investigations method.

### Research Approach and Strategies

Current dissertation is focused on quantitative research methodology. A descriptive cross sectional research strategy is used to understand the statistical analysis of hypothesis. Current research does not follow case survey and case study analysis. Case studies analysis is an impartial technique to analyze more depth as well as breadth analysis. Case studies analysis conducted to comprehensive investigations of precise observations or firms. Therefore, surveys frequently fail to understand and examine the too much depth analysis and it does not examine the roots reason of investigations (Saunders et al., 2011).

Current research aims to develop too narrow the analysis of line management and productivity. On the other hand case study analysis permit the researcher and practitioners to develop an extensive viewpoint and may be some sacrificing analysis but it not be applicable for investigate desired outcome (Saunders et al., 2011). Hence, current experimental research work is attempting to investigate a wide-ranging occurrence; a general empirical research viewpoint should be taken to understand the importance of organizational productivity of public organization in Abu Dhabi.

### Sampling technique

There is various ways to analyze the data in order to get statistical analysis. Grounded theory indicates the techniques of observing and applying sampling method to classify the date. Grounded theory refers the classifications of observing measurable factors as well as developed intergradations on the logical arguments through literature review (Bryman and Cramer, 1994). On the other hand grounded theory does not indicate the strength of mind of issues and hypothetical representation, it main concern the possible factors which have a qualitative influence resting on an occurrence (B Lindenmayer et al., 2007).

Hence, empirical and experimental research are the best representation by the base grounded theory techniques (Bryman and Cramer, 1994). Moreover, it focuses on investigating practical issues and occurrences, further develop new occurrences and unfold relative to theoretical predictions. Therefore, empirical research allows practitioners to manage non causative internal as well external factors, these factors has significant impact of specific factors of desired outcome (B Lindenmayer et al., 2007).

Although, Quantitative data for collecting form respondent were beneficial methods were obtaining for analyzing observations, it focus to quantify the results and represented in a numerical form (Bryman and Cramer, 1994). Quantitative data analysis usually applies to get real explanation of experimental phenomena. Moreover it can apply through to get result from Likert scale questionnaires which are major concern for current study. Further, quantitative data analysis is frequently easier to investigate the results as compare to qualitative data analysis because it reveal a correlations and regressions between two variables and aspect, it does not support biased relationship between two factors (Saunders et al, 2007). This study, quantitative data will be collected form employees of public sector organization.

### **Data Collection**

The structure Questionnaires will be used as a data collection tool for current research because and questionnaires are the best technique to get valuable information form target respondents. The general methods used to accomplish the goals of this study are quite varied. The survey participants will be provided with an organized set of questions, which are developed to address the understanding of credit risk management in banks. Questionnaires are used to collect information form employees of public sector organizations in Abu Dhabi.

### **Statistical finding and distribution plan**

Structure equation modeling (SEM) using SPSS Amos research software is used to measure the analysis of current research. GFI, AGFI, CFI, RMSEA, NFI, TLI test will be used for analyzing the hypothesis of current research. Chronbach's alpha coefficient analysis is used to measure the reliability and valid for factors which being measured. Good fit indices (GFI) and average Good fit indices (AGFI) analyze overall acceptance and rejection of model. Normally more than 90% results of GFI and AGEI show that overall model is acceptable. Further NFI and TLI also should be exceeded 90%. When analyzing confirmatory factor analysis, three results can arise. P-value should not exceed 0.05, Root mean square is not more than 0.05 and NFL should be less than 0.9. RMSEA (Root means Square) should be less than 10% in order justify further analysis.

### **Ethical Issues**

There are a number of ethical issues that the researchers are compelled to follow while carrying out different researches in any discipline. The main ethical issues concern the privacy and anonymity of the sample being observed and the information being used for the purpose of research. The most basic ethical concerns include the protection of the human subjects under study and the informed consent of the respondents been selected as a sample for any particular study. The worst case scenario had to be thought of and plans be made for it already (Callahan & Hobbs, 1998).

### **Summary**

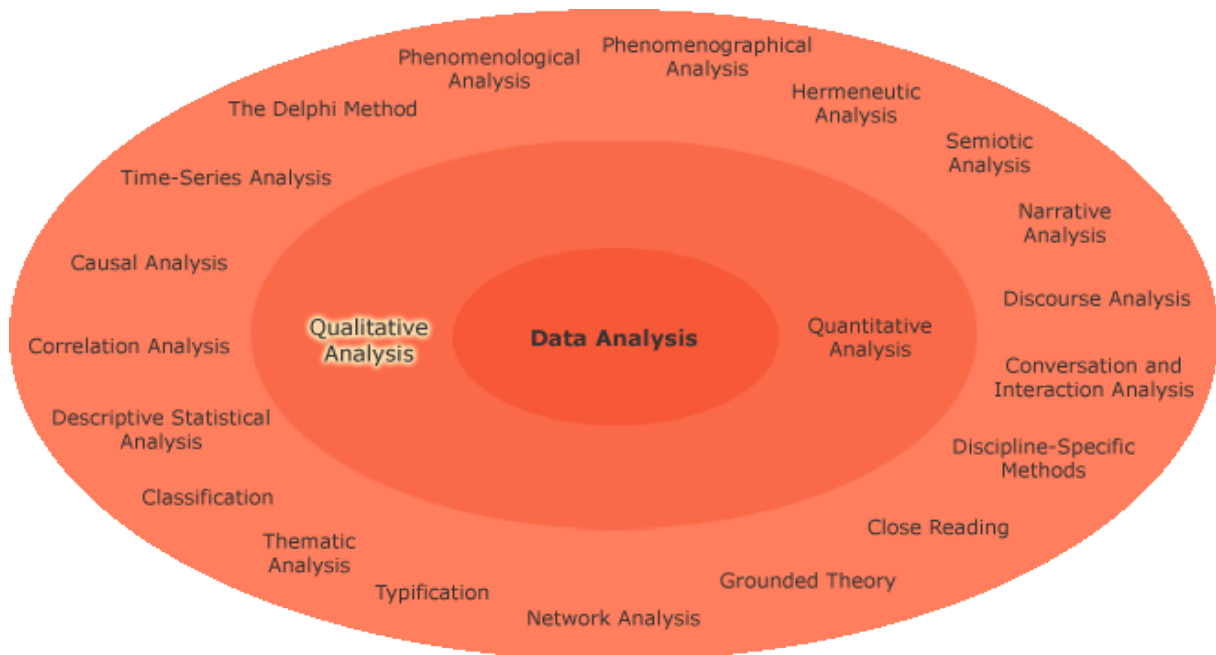
Current research is aimed to conduct empirical study for analyzing organizational productivity. The variables of current research have been studied empirically in past separately which relation to organization performance. Simple correlations and regression analysis was used to measure organization productivity. But there still

there is a gap to analyze these variables because these variables have a revocable correlation. Current research based in chart diagram analysis which aims to analyze these correlations.

Further analyze these multi- relations variables on organization productivity using AMOS software.

**Research Philosophy**

**Qualitative research Philosophy**



It is widely accepted that both research and common sense require an understanding of the workings of the various aspects of life in this world. Common sense, however, does not require a detailed and sequentially organized approach to seek out answers based upon tested preconceptions unlike research. Such a sequential research process begins with the determination of a research question. This has to be followed by a review of the relative literature in order to formulate a research design which caters to the answering of the research question. The type of data to be collected, the method of collection, the stakeholders and participants in the research and data analysis procedures are determined at this point.

Psychological, sociological, and anthropological researchers have found it increasingly difficult to explain in quantifiable and measurable terms the behavior of humanity in the social world. Statistical data merely elaborates the amount of people and how regularly they exhibit certain behavioral traits. For research questions asking the amount of / regularity of, quantifiable methods are appropriate. Qualitative research, on the other hand, endeavors to increase the understanding we possess regarding the process through which a particular thing went in order to become what it is in society.

In case the research question is based on the exploration of how people experience a certain phenomenon or their viewpoints are regarding it, the exploration of a novel field in which

aspects aren't properly implicit or recognized, the assessment of a new service regarding the feasibility of its implementation, the in-depth analysis of a 'real-life' situation or sensitive topic flexibility is a pre-requisite for the avoidance of, the team is required to discuss the various aspects using the qualitative methodology.

### **Approaches to Qualitative Research**

#### **Research Questions**

The entire research process is based upon the guidelines extracted from the research questions. Research questions, therefore, are of great importance. The genesis of a qualitative research project occurs with the definition of an area of investigation. Examples of such areas are (1) "the factors which allow the GP care to seem personal"; or (2) "details regarding the unavailability of emergency obstetric care to some women in Bangladesh when required"; or (3) "Neglectance of self among senior citizens and the professional viewpoint in this matter". In each of the three cases, the identification of what is occurring or what is being experienced can be involved, instead of the measurement of how much of something exists, or the focus on the effect of changing one factor in relation to the other factors, which is why in such cases qualitative methodologies are more suitable.

The afore-mentioned examples (1, 2, and 3), however, are quite imprecise. Precision is integral for the progression of the research. In both qualitative and quantitative methodologies, the research question and applied technique are closely connected. The technique must address the question while staying within the domains of the resources and expertise of the researchers. Research questions may be refined and reformulated as required with the progress of a qualitative research. Contrary to this, reformulation in the case of quantitative research questions necessitates an original examination to be conducted entirely.

### **Qualitative Approaches**

The methodology of research applied by the research team becomes evident from the research process itself. The type of analysis implied can be used as a description of the methodological approaches from which they are derived. With each approach comes a set of assumptions regarding the relevance of knowledge and information.

Lively discussions can arise from such diversity among researchers of qualitative and quantitative backgrounds. The list below illustrates the several variables in this respect. The first two variables are elaborated upon later with brief details regarding the others in close follow-up.

#### **Ethnography**

Ethnography is derived from anthropology. It can be loosely defined as a "portrait of a people" and is utilized in the conducting of evocative examinations of people as well as cultures.

The parameter dealing with culture refers to the common factor existent among the individuals of a society. Such parameters include:

- Geographical,
- Religion-based,
- Family/Society-based,
- Based on collective experiences

When considering health-care set-ups, an ethnographic approach possibly will be chosen in order to learn more about the prevalent culture, such as with respect to understanding the quality of care of patients (or lack thereof). In an instance to consider, the prevalent values in the ward of hospital, the manner in which staff fulfill the duties and responsibilities assigned to them (habitually or otherwise), can substantially compound on errors or other factors which affect the safety of the admitted patients. Clarification of the situation, uncovering of prevalent practices and development of cultural mindfulness and compassion can be attained

through the application of ethnography, resulting in the delivery of safer patient care. In example (2) above, an ethnographic approach was applied. Such studies involve widespread fieldwork and are extremely time-consuming. Both formal and informal interviewing are used for data collection, sometimes interviewing individuals multiple times, and participant or non-participant observation.

The Phenomenological approach places the researcher in the shoes of the participant and requires him/her to interpret data from that viewpoint while acknowledging how difficult it becomes to narrate an honest account of the happenings instead of purporting one's own point of view and standpoint. The approach outlined here can be predominantly perplexing if the researcher is not native to the language being used or its specific dialect. When faced with such a problem, the best drill is to be clear regarding the concern. Consider the following example; while cross-examining emergency obstetric care services in Bangladesh, a research document considered the problems of carrying out the research process through the enlistment of interpreter services. This test is not necessarily limited to such a case and may present itself in conditions where the conductor of the research and the participant of the research share speak one tongue. An example of this possibility is the remark of an adolescent child of one among the authors stating that amid the modern youngsters (of 2007), the term "dry" was considered to be derogatory. Communal care researchers conducting ethnographic studies with adolescent subgroups should be aware of such facts and prevalent norms. We can conclude from the afore-mentioned examples that "etic" perspective – an outsider perspective – can easily turn out to be a *misinterpretation*, resulting in ambiguity. Consequently, researchers prefer the adoption of the 'emic' school of thought. The mentioned approach dictates that conductors of such

researches should attempt to understand statistics while placing themselves in the populations' shoes – in this case, the one being studied. Outcomes should be articulated utilizing the native linguistics and terminological jargon in order to define occurrences as though they were being expressed by the participants themselves.

Ethnography may also include the undertaking of a "case study". Such a case study may be limited to the study of an individual, for example, considering the safety of a patient in a hospital ward, one patient's stay in the ward may be documented. Conversely, more complex case studies may trace events connecting numerous individuals spread around a specified time duration, allowing examinations to reveal deviations as well as modifications.

Case studies conducted in the fields of social or health care have a wide variety of usages. A newly developed hospital release link system mutually managed by social and health facilities in a specific area can be subjected as a case to be studied. Assessments of specific care methods are among the most widely researched applications of this approach. As an example, the evaluation with respect to contribution, influence youngster health nearby as well as the growth of cooperative associations with additional assemblages working on health care encouragement among teenagers, should fall under consideration.

The major critique intended for researches into case studies consider the subject to be an inaccurate representative of similar cases, the results of which, therefore, cannot be considered generalizable. Such a comment should be labeled a *misconstruction* as the entire goal examination is the elaboration of a specific matter in complete aspect. The examination remains relative only to that particular case and context. For example, the evaluation of the practicality of an adolescent health outreach amenity will take all the factors

affecting it locally into account. The satisfactory provision of the service in one particular instance does not imply its precise functionality when executed in a different region. Such deficiency in widespread application doesn't diminish the amenity's worth within that particular region, though. Researchers or authors, however, must elaborate upon the steps they have taken to ensure the transparency of the research in order to aid examiners in deciding if the description of the subject matter adequately illustrative, relative to the native circumstance or otherwise.

### **Grounded Theory**

The origin of this methodology dates back to the work of Glaser and Strauss. They highlighted the dying patient to health care professional interactions. Of key importance in this practice is the growth of novel philosophy whilst utilizing the gathering and examination of data regarding a particular occurrence? Although, it is phenomenological, moving deeper still with the arising clarifications put to usage for the advancement of new philosophies. The new philosophies can then be practiced allowing the approach to existing problems be conducted in a new mode, in health and social care settings. An example of this is the existent tactics for the promotion of health or care endowment.

An instance of grounded theory with which numerous people are acquainted is the philosophy regarding the grief process. Research conducted in this regard has brought to light the grieving procedure, whereby, individuals characteristically advanced over sequential steps wherein every single step was categorized by particular reactions, for example, denial, anger, acceptance and resolution.

Although, individuals have been experiencing and moving to and from the afore-mentioned steps since the dawn of society and this

phenomenon is not new, it was the research which formally recognized and defined the experience. Today, knowledge of the grief process is utilized to comprehend the experience of mourning and to help the grieving accept their loss. This is new knowledge derived from grounded theory. Through this new knowledge we identify when a person is having trouble accepting loss since we utilize the awareness for distinguishing idiosyncratic grieving cues, facilitating aid accordingly.

The development of the grounded theory requires the use of various data collection techniques, particularly interviews and observation. Important contributions are also made by literature review and relevant documentary analysis. A few key points of the grounded theory are:

**Emergence focus:** theoretically, a research begins with the researcher having absolutely no idea of the particulars. This way, conceptual genesis will occur independently. The reality, however, are different researchers have specific objectives with respect to a project.

**Theoretical sampling:** theoretically pertinent concepts are the basis of sampling. The reality remains that one is fairly inhibited by circumstances under which one is sampling and must satisfy funders. Data collection and analysis continue concomitantly. Theoretically, the collected data should be analyzed in the same day in order to allow refinement of the primary investigation and further collection of data procedures. However, achieving such a feat is very difficult. The review of transcripts is essential, however, for records of these are requisite to the undertaking of casual alteration of guides to prompts.

**Constant comparative method:** A valuable construction with respect to the carrying out of qualitative analysis procedures, this method can be utilized independently.



Theoretical sensitivity: The capacity to recognize data of import and its meaningful utilization. Reality is quite the opposite of the unadulterated theory of grounded behavior. The theory suggests the unawareness of the investigator to the literature relevant to the investigation prior to it being carried out. In reality, however, there is no purpose of not exploring and testing an established model insofar as the researcher remains subtle while regarding the likelihood of a concept emerging.

### **Interpretative Phenomenological Analysis (IPA)**

Interpretative Phenomenological Analysis consists of dual mechanisms. The first is the fact that it is phenomenological, but it distinguishes that there is an involvement of a process of researcher interpretation. This approach is quiet prevalent in psychological circles as well as nursing niches. IPA considers idiosyncratic situations and consequently requires a native point of view. It identifies the compromise amid researchers and the researched in order to produce an explanation of the insider's perspective, so that both the researcher and the researched are present. Consequently, this approach is interpretative. The data consists of explanations, cyphered by investigators to realize emerging subjects, searching out relations, theme-building and subjects of a higher order. IPA is often deployed in conjunction to elements of analyses of contents as well as constant comparison methodologies.

### **Discourse Analysis**

Discourse analysis puts its primary emphasis on writing as well as dialogue. Investigators inspired by the above-mentioned school of thought usually concern themselves with the method through which dialogues are planned convincingly, or for the conveyance of a certain point of view. Researchers seek out paradigms within sentence-structure and utilized vocabulary in addition to the approach of usage.

Analyses of discourses are language assessments, and all usage of language can be deliberated. Researchers of this school of thought are also absorbed in the purpose of discourse in addition to its content. Discourse analysts examine the diverse behaviors that people exhibit in chocolate consumption – “Is our discourse an acceptance of our helpless chocoholic behavior as well as admittance to being dupes to personal desires?” or “Is the ability to control our chocolate consumption within our power?”

### **Conversation Analysis**

Examinations of the communal organization with respect to dialogue and the establishment of how that organization is achieved are the main focus of Conversation Analysis. Conversational analyses may be applicable only to speech arising in due course while being inappropriate for the consideration of interview data. Conversation analysis endeavors to explore the way in which social interactions are anatomically structured and accomplishes this through the analysis of detailed transcripts of tape recordings. Turn-taking, lengths of pauses, inflections, etc. are the points of examination in such recordings.

### **Content Analysis**

Content analysis is rooted in quantitative approaches. The main focus in content analysis is on counting/frequency, wherein researchers count the occurrences of a word, phrase or theme. Specialized rules for coding are devised for such a procedure. The content analysis approach is of particular suitability in the analysis of newspapers and open-ended question answers.

### **Narrative Analysis**

Narrative analysis places its prime focus on the tales narrated by the participants with respect to their own selves or events that have transpired.

It focuses on the chronological recounting of someone's story, instead of searching for themes that arise from an account. This is done to maintain an inherent focus on the main plot lines and the characters involved. This approach consumes a lot of time and studies quite a small amount of occurrences.

#### Term Usage Warning and Summary

In the previous sections, numerous kinds of qualitative research methods have been delineated. It is not a thorough list a few of the methodologies allow for a qualitative or a quantitative alignment. Several qualitative methods include the search for subjects. Regrettably, it leads to a common use of the terms "thematic analysis" and "content analysis". Thematic analysis is spread over a very wide a range of likely methodologies. Content analysis refers to any investigation of material or data collected during an event. It is a good practice to recount precise details to avoid such confusing occurrences.

Researchers face difficulty in understanding the differences between the numerous qualitative research designs and this is compounded upon by the variety in the use of terminology among qualitative writers.

#### Qualitative Data Collection Methods

The main methods of qualitative research data collection are outlined below:

Interviews  
 Focus Groups  
 Observation  
 Documented Material Collection  
 Narrative Collection  
 Questionnaires consisting of Open-ended Questions

#### Interviews

One way to carry out an interview is as follows. Interviewing can be carried out in a structured manner alongside queries arranged as well as given to every applicant unaltered from the original closely followed routine. Conversely, the proceedings can be carried out in an entirely formless manner, very much akin to a random chat. Researchers of a qualitative background normally use a semi-structured approach. This consists of a number of open-ended questions founded on the topic areas that the researcher wants to target. The open-ended questions give liberty to the interviewer to discuss some topics in more detail while staying true to the defined topic under investigation. In case the interviewee feels troubled while responding to a query, or delivers a succinct reply, the questioner may employ the use of hints or stimuli in order to inspire applicants to ruminate further upon the query. The semi-structured interview also allows questioners to investigate a unique reaction from the applicant or move after a particular direction with respect to examination, presented by the candidate. Such a case can be illustrated with the help of the succinct example below:

Questioner: "What are your thoughts on the effect of changes in government policy on the work of the doctor in general practice. Have the recent changes affected your work in any capacity?"

Participant: "Definitely! My workload has skyrocketed."

Questioner: "Really? How did that come to pass?"

A list of topics must be drawn up as preparation for a semi-structured interview. The list will serve as a guide but is not a programmer of questions and should not limit the interview. The interview itself must be conducted delicately and flexibly catering to the provision of responding to the key points of the event to the

conductor and the participant. Interviewers sometimes prefer having key points jotted down in note-form to work as guides for the questioning during the interview. An interview of a semi-structured form is probably most widely acknowledged as a method of data collection for qualitative social and health researches, partially due to the fact that it is comparatively forthright to organize.

However, that does not in any way imply that the conductance of a respectable research interview based on the qualitative approach is child's play. Several things are required from a good interviewer including, but not limited to, keeping the participants relaxed, listening carefully to their responses, choosing to record only the data which is most contextually relevant to the question. The location of the interview must be quiet and comfortable and the interviewer must consider how he/she appears: dressing, mannerisms, etc., to exude an air of approachability. Interviews are audio recorded most commonly. When particulars like non-verbal hints become desirable, interviews are also video-taped.

Interviews can also occur via email. Such interviews produce diverse kinds of replies delivered by partakers in part due to the freedom to postpone response to post-thought process completion.

Audit trails are good practice to carry out as with all other research. An instinctive notepad, therefore, must preferably be maintained. Such a notepad should contain field notes, observations and impressions with respect to all occurrences and should be jotted down as soon as the interviewer has time.

### **Focus Groups**

Focus groups are similar to interviews. Focus group transcripts, however, can be examined in order to discover methods through which partakers intermingle, affecting the

communicated notions of others in their vicinity, unlike one-to-one interview material. Conductors of groups utilize theme controllers to aid in keeping dialogue pertinent to the research question, similar to semi-structured interviews. They are not essentially a comparatively inexpensive or faster method. This is due to the fact that focus group management and convention are more difficult simply because more people are involved. With about 8 people, groups can function well. The arrangement of 8 individuals, however, is the main issue. If a tolerance for lesser people is kept, more are invited. If more show up, management of facilities provided becomes troublesome. If less arrives, they cannot be rejected out of courtesy.

Accessible locations must be chosen for the running of focus groups. Such locations must be selected in which group member's sense relaxation as well as comfort. Appointed duration of the proceedings and the provided amenities should be in accordance with the specific participant: are displays required? Adequate parking space is provisioned for? Will an uninterrupted be more desirable? If so, then should snacks and appetizers be provided in advance? Food and drink served as people reach helps in breaking the ice and lets participants meet each other prior to the starting of the focus group as well.

An imperative initial requirement for the conductance of a group under focus is the establishment of basic rules. The prime rule addresses privacy, requiring cautious preparation with proposed ethical committee stage of application. The associates comprising a group under focus possibly will refrain from speaking amenably until it is ensured the words spoken will not be related to outsiders. All participants should indicate their agreement to keeping all points and details of the discussion taking place in the focus group confidential. On the other hand, if deemed excessive, the

previous technique can be discarded in favor of the facilitator pointing out ways of presenting ideas while avoiding a breach in discretion: as an example of this, a member of the group may state that they have heard rumors regarding the occurrence of something in certain cases, instead of stating that such and such has transpired with myself directly.

While in the role of a focus group facilitator, researchers have to permit each and every partaker to voice their opinions while simultaneously averting multiple participants speaking up simultaneously, so that speaker identity can be tracked for analysis and transcription. This is another clause which should be requested of the participants while the ground rules for the discussion are being laid down. The presence of an observer is a good idea if the proceedings are not being videoed. The observer can be tasked with identifying which participant said what. This can be facilitated with the assignment of numbers or letters to each participant prior to the focus group start. The observer can note down the first few words of each participant's contribution next to their designated number/letter for posterity.

### **Observation**

Direct interaction with people is not a requirement for all qualitative data collection approaches. Observation is one such technique. It is utilized when data cannot be gathered through other means. Additionally, observation can also be employed when the data collected through other means is of inadequate value or is difficult to authenticate. For example, during interviews partakers may be asked regarding their behavior in certain circumstances but there is no assurance that they really do what they say. Observation in such situations is more valid. Observation can also be used for the production of data for the verification or nullification of

information delivered in face-to-face happenstances.

Some researches require the observation of the environment rather than the people involved. Such observations can provide valuable information regarding the background of the environment where the research is taking place. Take the examination of a child hospital ward into consideration as an example. Such a research may require information regarding the layout of methods used for observational data collection.

### **Descriptions in the written format**

The conductor of a research may note down the observations of individuals, a state or an atmosphere. Such a methods shares the same limitations as the attempt to write down interview data during the duration of the interview. The first risk is the chance of missing annotations because the researcher is consumed in recoding the past observational annotations. Additionally, the observer possibly will remain focused on a specific occurrence or feature because it seems to be predominantly stimulating or pertinent and, in the process, miss things which are of equal or greater importance.

### **Recording of Visual Evidence**

Such an action liberates the viewer being limited to merely noting points while permitting occurrences to be reviewed repeatedly. The major drawback with respect to visual records is the mindfulness of the participant who will probably act/speak more careful if aware of the fact that he/she is being filmed, i.e., behave in a more careful manner. They may even object to being filmed. The placement of the camera at a fixed position, rather than having it moving around is one solution but it also limits the range of the camera to its line of sight.

### **Artefacts**

Items that notify regarding an occurrence being examined due to its implication to the occurrence are referred to as Artefacts. Examples of such objects are the apparatus employed by doctors operating within specific treatment centers or works of art displayed in inhabited care institutions.

Qualitative research methodology is important when researchers try to develop general relationship of any particular concept. Researchers also try to develop more explanation of particular concepts which they want to study. This research may develop quantitative explanation in different factors which may impact on organization productivity. The research questions of this study develop the numerical relationship among the different variable which are used in research model of this research study. Hence this research follows quantitative research strategies which aim to develop causal relationship among talent management, knowledge management, transformational leadership, work friendly relationship, line management and organization productivity.

### **Quantitative Research Methodology**

A collection of numerically analyzable information is the basis of quantitative research methods. Statistics and graphs are typically the mode of result presentation in such a case. In the first phase of data assessment, most of the quantitative data gathered is secondary, such as, government provided figures with respect to population affected. The second phase consists of questionnaires of a field level nature which are complementary to the collection of secondary data using close-ended questions for quantitative data gathering. This is usually carried out using the format of questionnaires.

The first and second phases consist of controlled collection of primary quantitative data from joint-field assessment processes, for example, an

assessment of multiple sectors coupled with the support and buy-in of a magnitude of agencies. This occurs due to limitations encountered with respect to access and time. Such information is relevant to the sites visited and lacks generalizability. Hence, it is not applicable to all groups and areas affected. Additionally it is limited in illustrating the actual big picture due to its sampling methodology and sample size. Quantitative data does however increase the understanding of the actual situation at the site level for all stakeholders and aid them in trend recognition.

### **Quantitative Research Methods**

Quantitative research methods are utilized with the intent of analyzing existent hypotheses and deriving generalizable results from them. The results of quantitative analysis employing the use of statistical methods can endorse or repudiate theories with respect to different factors of organization productivity. Quantitative data analysis can provide conclusions with respect to which factors are affected, which factor/s are most affected and what must be done to cater to or counter the effects in the affected organizational sector.

Measurement of variables scientifically is the key to successful quantitative research. Due to the numeric nature of quantitative data, the gathering and examination of statistics from demonstrative samples is used more often. In plain words, the better the sample represents the factors affecting organizational productivity, the more accurate the quantitative analysis. If however, the instruments utilized for data collection are not appropriate, clearly explained and well designed, the end user will be unable to fully understand the quantitative analysis and the even a representative sample will be rendered meaningless. It occurs many times in the formulation of questions through the use of data collection tools that designers frame quantitative queries qualitatively and vice versa.

Information gathered through flimsy queries may end up collecting an enormous amount of data which may end-up being mostly unusable if not entirely.

Quantitative information generally solicits the gathering of samples of larger sizes in order to get as much information with respect to the larger picture as possible. In all assessments, however, a compromise must be made between diversity/representativeness of the sample and timeliness/efficiency of data collection. The pace required by assessments in the first and second phases renders them non-requiring of representation. The utilization of huge sample sizes which maintain representation is usually not required until the third phase of analysis as by then large sample sizing is accessible as well as chronologically allowable. Research conducted in the past has shown that quantifiable quantities of quantitative information is usually collected during analyses, but not utilized. Such redundant data can be classified into two question categories:

Integral questions which are put forward by integrators lacking response analysis time and capacity. The question, "On your food, what cost did you incur last week?" is useful. It does, however, have several potential answers, for comparison - no baseline reference, and too many details to be critically analyzed within the limited data analysis resources.

Valid question, obtaining valid responses to which, it is technically difficult. As an example, when questions relating to MUAC measurements are asked, they generally end up generating unacceptable and inaccurate responses.

### **Foundations of quantitative research methods**

#### **Subjectivism, Realism and Wars between Paradigms**

Once the definition of quantitative research has been clarified, the preferred practice consists of its comparison with the concept of research based on qualitative means. Both are in opposition to each other since quantitative research relies on numerical data and its statistical analysis, whereas, qualitative research relies on non-numerical data. The latter is broadly definable term which encompasses interviews, ethnographic research, discourse analysis, and case studies.

Quantitative and qualitative research differs enormously and this difference is regarded as fundamental to the success of any research. This has lead researchers to conceptualize the barrier between the two as impenetrable and given rise to concepts of 'paradigm wars', whereby, quantitative and qualitative research are considered embattled and irreconcilable. Most researchers categorize their own proceedings under qualitative or quantitative banners, and such a thought is linked to varying fundamental philosophies in the two 'models' (popularly referred to as 'epistemologies').

This point of view purports that quantitative and qualitative research consists of fundamentally different underlying world views. Realism and Positivism are associated with the quantitative view, while Subjectivism is seen as the world view underlying qualitative research. These views imply that Realists encourage the concept that research is basically uncovering an existing reality. With respect to this view, the researcher must be objective to the proceedings and data of the research and be as detached from the research data as possible. Taking it to a further extreme, Positivism suggests that the world functions in accordance with defined and unbreakable laws of cause and effect. Theories with respect to these laws are tested using scientific thinking and consequently rejected or accepted provisionally. This is believed to be a means of understanding the complex workings of the world through the development of

reliable instruments of measurement and an objective analysis of the physical world. This view is inherently flawed, in that, it seeks to measure reality with complete objectivity. Everyone is a part of this world and the achievement of complete detachment from the world for the purpose of research is impossible. Throughout history, it has been clearly illustrated that the subject under study and the results obtained are heavily affected by the opinions of researchers and the dominant socio-political environment which prevails.

This point of view also endeavors to label qualitative researchers as subjectivists, thereby implying that such researchers focus on the importance of the subjectivity of human participants in the research procedure, in contrast to the realistic and objective claims of quantitative researchers. The reality of this world is not separate from us to be objectively and impassively analyzed by researchers; it is, in fact, built by researchers and their observations - at least in part. The concept of a pre-existent objective reality is false and so is its observation. The observation process alters reality which, consequently, leads to the considering of subjectivists as relativistic. Fact in its entirety can only be relative and never can it be conclusive contrary to the claims positivists. Both the extreme relativist and the extreme positivistic positions are equally problematic. This can be elaborated upon through the simple theory that they would assert social consensus and power as the prime distinctions between modern science and witchcraft. When the extreme forms of these views are observed, the quantitative and qualitative research methods seem to be quite incompatible with each other. It is, however, important to note that both these extreme views are an unrefined generalization of the quantitative and qualitative schools of thought. It is, in addition, very important to note that, as 'qualitative research' is an aegis term used for several dissimilar research methodologies

(examples of which are interviews, participant observation, ethnographic research, and case studies) which differ rather a lot, qualitative analyses are employed by researchers of many dissimilar world views, some of which lean towards realism.

Conversely, the labeling of the entirety of researchers in the quantitative sector as being positivists is similarly imprecise. Researchers of quantitative nature have been at the receiving end of many positivist criticisms. Additionally, an assortment of epistemologies fundamental practice and theory now exists in quantitative research.

### **Pragmatism, Experiential Realism and Post-positivism**

Without rejecting any notion of realism, post-positivists agree with the critique of old-fashioned positivism presented by the subjectivists. They accept that complete objectivity and disinterest to a world which they are a part of is impossible and that all social research cannot be modelled around natural sciences. It is of great import to know, however, that they indeed have faith in the likelihood of an existing reality based on objectivity. It is important to realize that post-positivists may work expend vain efforts in completely exposing such a reality through the process of research, they do have faith in the approximation of such a reality as closely as possible, while keeping in check the fact that their own subjectivity is determining that reality. Instead of seeking the truth, post-positivists endeavor to represent the actual reality as clearly and closely as possible.

Contrary to positivists, post-positivists believe in the uncertainty of research. Rather than focusing on certainty and absolute truth, post-positivist social science focuses on confidence – how much can we rely on our findings? How well do they predict certain outcomes?

James, Dewey and Peirce played key roles in the development of pragmatism as a philosophical concept in USA. The prime argument that these philosophical schools put forward is that any idea has functions of its practical outcome(s) and meaning and truth are two of them. Seeing absolutism as a key feature of most other philosophical schools, pragmatists keenly oppose it.

### **Sampling**

Sampling refers to the consideration of a minor segment of individuals as representatives of a greater populace. We can consider the example of college students in this case. If finding out whether college students preferred Mac or PC computers, the entire student body could be questioned but this process would be heavily time-consuming, a substantial drain on resources and not necessarily different in results when compared to a small selection of students chosen as a sample of the entire student body. The most interesting points with respect to research based on quantitative grounds is the careful choosing of representative section from within the populace, which will purportedly provide very precise outcomes regarding the preferences of the entire population. The problematic part of sample comes with large populations, such as the population of the United States as compared to that of UAE. The population of the United States is very large, and consequently, very diverse. Due to its diversity, the preference of the population varies widely and is extremely difficult to represent with a small sample.

Sampling does not necessarily remain limited to human individuals. It can refer to materials, animals, or any object under study.

Sampling has many different types but this study will take the four main categories into consideration. They each have their own advantages and entail their own set of

disadvantages as well. A truly 'random' sample is considered ideal, but any of the following can be considered highly useful.

### **Convenience sample**

Convenience sampling refers to the acquisition of a sample of people/materials which were conveniently within reach without expending effort. The quality of representation is under question in this type of sampling since it was done solely on the basis of the ease of availability of the resource. This type of sampling is generally employed by journalists for stories as their priority is meeting deadlines. Additionally, it is easier for them to ask the "average" jaywalker for their view. Casual studies additionally utilize the expediency of this sampling method. A mere survey of your close circle of friends is also an example of this technique.

### **Purposeful Sample**

Purpose sampling refers to the selection of people/materials based on their fulfillment of specific standards. A study conducted with respect to video game players would recruit video game players for the sample. An internet café would have to be visited or a local gaming zone would merit an excursion in order to gain a sample which is suitably large. Some researchers consider a large collection of individuals/materials while purposefully focusing on statistics acquired from a smaller group within the large one. An example of this can be a questionnaire provided to the entire body of the class with respects to their individual habits in gaming. However, only the answers of students who followed a particular series of questions may be finally considered.

### **Stratified Sample**

Stratified sampling refers to the mixture of purposeful and random samples. It occurs in certain cases that one has to specifically target a



variable(s) for a research. In such a case, the researcher is purposefully aware of the variable(s) in question during the selection of the sample. As example, the study of iPod color preferences based on gender merits the selection of an equal number of males and females. Additionally, all of the selected people must be in ownership of an iPod.

### **Random Sample**

Random sampling refers to the mathematical model of sample selection according to which any individual within a certain populace is probabilistically equivalent for selection during the sampling. Although such a method sounds quite plain, the reality is quite the opposite. Considering the example of a random sample selected from within a college. The derivation of such a sample shows the difficulty a researcher faces. Students who go to the library are a category. So are those who go to athletics events. All the students who do not go to these places are another group. They are all students and yet they are particular to a group which exhibits a certain set of traits or habits or preferences, and therefore, not entirely random. A more accurate 'randomization' of selection would be selecting students with either school numbers ending in either odd or even numerals. This type of sampling is also dependent on the research design, the prime determinant being the resources allocated. The aim of this research study is to follow random sampling because the target population is employees who work in different organization. These employees are also performing the activities of talent management, knowledge management which may have an impact on organization performance. Hence, the employees of most multi-national and local organization in UAE who work anywhere relating to their work requirement. Therefore, random sampling is beneficial for this research study.

### **Designs in Quantitative Research**

In research based on quantitative grounds, the principal step consists of the selection of what design schema such a study will follow; will its nature be experimental or descriptive.

Descriptive studies describe, as the name suggests, the quantity of an occurrence. An example of such a study would be a questionnaire which asks the individuals of a certain community what type of eateries they prefer to visit or whether they would like to visit a specific eatery if it opened in their vicinity. There is very little prediction-based result orientation involved in such a study since people outline only their present and current behaviors in responding to the queries.

Design of experimental studies works through the analysis of the effects of changing one variable in the grand scheme of the research. The effect of such a change echoes throughout the aspects of the research and leaves some impact on all parts of the study. A purely experiment-based design aims at isolating one of the variables if the isolation of all the variables is not possible. Such variables are basically conditions which influence the result of an experimental procedure. Examples of conditions can be gender, age, education, income. Such conditions influence the responses of a person with respect to the questions asked. In ideal situations of pure experimentation, the isolation of independent variables is required for the study of dependent variables. A dependent variable the aspect under study and measurement within such a research. Factors which sway behaviors of the former during the course of the research are known as independent variable(s). In simplistic terms, a baby can be considered to be a dependent on its parents for all its needs. All actions perpetrated by the parents have a profound sway on the growth of the toddler. For clarification, the parentages utilize the concept of independently

acting variables to have an influence on the toddler. Toddlers in such cases are the dependent variable.

It must be acknowledged that apart from experiments conducted in closed labs, under tightly-controlled conditions, variables can hardly be controlled. Most of the experiments carried out in the real world are quasi-experimental designs at best. This implies such researches to be investigational in nature, insofar as those researchers involved intervene through the manipulation of some variables. Not all of the involved variables are under the control of the researcher and, hence, the experiment is partially, or quasi-controlled. Ergo, the research is partly, or pseudo-investigational. The involved variables of an independent nature possess sway over the dependent variables, or they may not. Consequently, the researcher endeavors to encapsulate as many as possible and isolates the ones having the most profound effects on the dependent variables. The example of a new drug under observation may be considered here. Randomly selected samples of old/young, male/female, vegetarians/non-vegetarians are considered. All these bases of selection are basically variables involved in the research. As soon as the researcher has considered as many variables as possible, the experiment is conducted with the administration of the drug. The dependent variable in this case would be whether the drug has the intended effect or not. Even if the drug succeeds in having the effect intended, the effect may be the result of another variable which the researcher has failed to take into account due to the large number of variables that he/she has introduced into play. These are known as confounding variables.

A third approach to design is the inferential design. This approach is used to analyze associations and connections. Statistical examinations are carried out to check whether the finding of the phenomenon appearing in the

selected sample space applies to the larger population outside of the research as well. Tests with greater complexity in this field analyze the correlations existent between two variables. For example, if the effect of the number of hours of video games played on the GPA of student was to be analyzed, the researcher would statistically measure the relation between the two, i.e., number of hours of video gaming versus GPA acquired. It is important not to confuse this with causation. Causation implies that the occurrence of a specific independent variable, A, often or always leads to the occurrence of a dependent variable, B. The videogame/GPA study is a circle question – it is probable that the amount of gaming periods resulted in inferior marks or it is probable that inferior marks lead to a greater amount of gaming hours.

This research follows a descriptive cross sectional approach which has the purpose to understand the impact of different factors of organizational productivity. The research studies the causal relationship among independent (knowledge management and talent management), mediating (line management, organization work environment and transfer leadership) and dependent variable (organization productivity). In the light of descriptive research cross sectional research, first, this research study is focused on the impact of knowledge management and talent management on work friendly environment, line management and transformational leadership, further, this research study is developed the combine impact of these variable on organization productivity.

#### Business and Management Research Field

(Kappeler et al., 2005) suggested that business and management research at their core are a methodical investigation aimed at providing evidence for the allowance of managerial and/or business obstacles to be overcome while keeping up with the quick pace of the decision-

making atmosphere. The involved independent variables may have an effect on the dependent variables, or they may not. Consequently, the researcher endeavors to encapsulate as many as possible and isolates the ones having the most profound effects on the dependent variables. (Kappeler et al., 2005) also suggested that such atmospherically challenging variables, which necessitate scientists and managers to acquire greater and higher-quality knowledge for decision-making, are credited with possessing the listed features:

Many variables exist in the making of all decisions.

The theoretical and modeling quality available for the explanation of strategic and tactical outcomes is refining itself to a higher level.

The government continues to display apprehension with respect to all facets of society, increasing its aggressive stance in the protection of the various interests of the public.

The stakeholders have exhibited interest in and furnished demands for inclusion in the decision-making process.

It was suggested by (Collis et al., 2003) that business and management research faces unfamiliar tests. These tests aren't met with often in social sciences as a broader field of study. Rethinking is required with respect to some of the old-fashioned practices embraced from other research arenas. According to them, there are three prime sorts of qualities which distinguish the field of study, as listed below:

Management considered as a practice is mostly heterogeneous, and similar heterogeneous methods are necessary for compatibility with management and with each for research in this field to become successful.

A greater amount of feasible research questions can be developed with the aid of possibilities of

access and measures of confidentiality, as compared to considerations of a theoretical in nature.

Managers have a great degree of influence on the appropriate research direction. This has the potential for the joint production of relevant knowledge if managers and researchers can put their minds to work collectively, as this will incur a substantial practical consequence.

### **Interdisciplinary Research Field**

A research which integrates information, data, techniques, tools, viewpoints, notions, and/or models derived from two/more fields of specialized study is referred to as an Interdisciplinary Research Field. The prime intent of such integration is the advancement of the fundamental knowledge or resolution of problematic occurrence which are beyond the resolution power of any singular field of research study.

(Akpochofo, 2011, Stock and Burton, 2011) have suggested that due to its potential in dealing with complex concepts such as organizational productivity, the requirement for interdisciplinary research grows radically, day by day. The understanding of the different aspects and elements of such complex concepts requires the examination of such notions from dissimilar viewpoints. It was deeply emphasized by (Jerneck et al., 2011) that very spirit of productivity as a concept is inherent in the efforts towards the analysis of the connections, links, relations between domains/scales, nature/society, science/technology, global/local, and, past/present/future.

In spite of its importance, interdisciplinary research has been keenly criticized as being a field in which beginnings carry high hopes but endings fall desperately short, even failing sometimes. Three essential causes have been suggested by (Stock and Burton, 2011) quoting various researchers. They explain that such

failures result due to, firstly, the lack of interdisciplinary infrastructure. Secondly, the problems related to research approaches themselves become the causes for failure, especially the absence of philosophical standpoints on the approach of the research. Finally, the misunderstanding coupled with the lack of knowledge with respect to interdisciplinary research terminologies ends in failure.

Taking this study into consideration, the prime focus is on productivity and its economic, social, and environmental dimensions. In this particular case the utilization of interdisciplinary research is essential in the addressing of all dimensions and in their exploration.

### **The Revised Research Questions**

The prime subjects of the research are the various factors affecting organizational productivity in the United Arab Emirates. The prime target of this research is the development of a multi-dimensional framework with respect to productivity which aids an organization in the development of its policies and practices for productivity. The main shortcoming relative to this particular field of study lies in the development of a productivity framework and how an organization can convert policies derived from it into operational productivity practices. For the purpose of meeting the research aims and establishing an elucidation to the research problem, the investigation of policies and practices of UAE-based organizations becomes necessary. The large-scale intent of the research, therefore, is the determination of the key drivers and dimensions of a productivity policy within private as well as public sector organizations of UAE. The intent is also to trace the necessities required for the conversion of such policies effectively into practices for increased productivity. During the development of the framework in the previous chapter, the following

questions, based upon the large-scale intent of the research, emerged:

What relationship exists between an organization's policy development and productivity rationales?

What relationship exists between an organization's policy development and productivity stakeholders?

What prime extents are in practice with respect to productivity policies?

How do economic, social, and environmental dimensions influence the development of an organization's productivity policy?

What common practices do organizations implement to achieve productivity and to what extent, if any, do they represent a relevant overview of their policies?

How do the economic, social, and environmental outcomes, with respect to an organization's proceedings, affect the organization and society as a whole?

What prime propellers are in practice with respect to productivity policies?

### **Research Design**

(Sanders et al., 2007) have the proposed the definition of research methodology to be the theoretical basis upon which the conduction of research should take place. They went on to elaborate that these methods considered to be procedures and techniques are utilized in the collection and analysis of the necessary information. Additionally, they provided a model of research which they titled 'The Research Onion' and it was aimed at the clarification of the linkages between the researcher's adopted stance (theoretical), the information collection techniques and the methodology which the

research is based on. The construction of the model is based on six dissimilar constituents: techniques/procedures, time horizons, choices, strategies, approaches, and, philosophies. It was suggested by (Crotty, 1998) smaller model can also be constructed based on different jargon. His listed constituents were: methods, methodology, theoretical perspective, and, epistemology. What such models are actually aimed at are the finding of ways in which the needs of research questions can be satisfied through the making of relevantly correct research choices and the proper conduction of the entire research.

### Research Philosophy

This is a very broad-spectrum terminology and is relative to the philosophical foundations upon which the research practice is built. Such foundations are generally formed from ontological and epistemological reflections and considerations of the research methodology which has been adopted. As such assumptions play a vital role in the design of the research methodology and the undertaking of the actual research; they must be discussed and clarified prior to the undertaking of the research procedure. Additionally, it is also integral to ensure the congruency of the methodology adopted with the study's aim and nature, in order to and diminish biases relative to research.

Methodology is directly linked to epistemology and ontology. This is due to the fact that epistemology consists of the knowledge theory while ontology is comprised of the being/reality/essence theory.

Epistemology is derived from the Greek word 'Episteme'. This word loosely translates as 'knowledge'. (Crotty, 1998, Maynard, 1994) suggested that the concept of this term lies in the understanding and explanation of how and what we have knowledge of. The terminology encompasses the determination of the

constituents of acceptable knowledge, in particular, the philosophical context based upon which the decision of knowledge limits and possibilities are made and how their adequacy and legitimacy can be ensured.

Ontology was derived from the Greek words 'Ontos', translated as 'to be' and 'logos' translated as 'word'. (Burrell and Morgan, 1979) reported that this concept concerns itself with the science and reality of being. It concerns itself with the interactions of the being and how they influence the shaping of reality. Additionally, it also endeavors to answer the question that whether such a reality is in actuality a production of thoughts and beliefs or otherwise.

As suggested by (Herring et al., 2004), from among the plethora of various paradigms of research, three broadly applicable paradigms stand out as the most influential in studies taking place at present: positivism, along with Interpretivism and finally critical paradigm.

### The Positivism Paradigm

Paradigms based on Positivism are reflections of the philosophies reported by scientists working on nature and providing a foundation for a broad spectrum of methods of research mostly of a quantitative nature. There is a prime philosophy in this paradigm. That prime philosophy is based on an argument put forward by (Darke et al., 1998). This argument states that a researcher and his/her reality are separate existences. They are independent of one another. From a researcher's standpoint, the properties of reality can be directly measured through observation.

(Bryman, 2007) pointed out the irregularity that many dissimilar forms of positivism exist and are not always in agreement with the vital constituents of the said paradigm. According to (Herring et al., 2004), common among these constituents are:

Scientific observation should be the basis of the research inquiry. Scientific methods merely aid us in the understanding of reality: it is comprised of objects detected by senses and it is solid. Social and natural sciences deal with statistics and solid data, not with values and intangible assets and this is a commonality to both.

### **The Interpretivism Paradigm**

Social philosophy is the greater basis upon which the paradigm of Interpretivism has been founded. This paradigm aids in the provision of a broad spectrum of mostly qualitative methods and techniques of research. There is a prime philosophy in this paradigm. That prime philosophy is based on an argument put forward by (Herring et al., 2004). This argument states that reality is a mere construction of society. This construction is heavily influenced by the contextual ticks present. This paradigm distinguishes natural reality from social reality. Consequently, it requires a myriad of research methodologies.

Not all of the involved variables are under the control of the researcher and, hence, the experiment is partially, or quasi-controlled. Ergo, the research is partly, or pseudo-investigational. The involved variables of an independent nature possess sway over the dependent variables, or they may not. Consequently, the researcher, endeavors to encapsulate, as many as possible, and isolates the ones having the most profound effects, on the dependent variables. The example of a new drug under observation may be considered here. Randomly selected samples of old/young, male/female, vegetarians/non-vegetarians are considered. All these bases of selection are basically variables involved in the research. As soon as the researcher has considered as many variables as possible, the experiment is conducted with the administration of the drug. The dependent variable in this case

would be whether the drug has the intended effect or not. The main constituents of this paradigm and the prime philosophical implications of this paradigm have been reported by (Sanders et al., 2007). According to Saunders et al. they are:

People are the creators of the social reality. They construct it while engaging themselves with the interpretation of the world they are attempting to understand. Such a world does not objectively exist.

To a certain extent, the driving force behind research is interest. The outcome, as a consequence, is heavily influenced by the presumptions, theoretical concepts and intrinsic values of the concerned researcher.

### **The Critical Paradigm**

Contrary to the Interpretivism and positivist paradigms, this paradigm brings a very dissimilar point of view to light. (Riege, 2003) elaborated that the essential teaching of this particular paradigm is derived from the argument that all foundations for science are questionable, facts are disputable, and knowledge is considered to be an historical as well as social product. This particular paradigm has challenged and questioned values already in play, structures which are socially viable and assumptions which were established long ago. The end game of this paradigm is the development of novel methods for the understanding of such methods in the interpretation of the world and its constant improvement (Riege, 2003). The importance of this paradigm becomes evident partially due to the existence of the belief that cold, hard science methodologies cannot be applied to lesser quantifiable variables, such as situations in which opinions validate assumptions. The requisite action is the connection of the two techniques in a manner that facilitates the both

kinds of information to put forward valid points with respect to the situation.

(Riege, 2003) have explained that foundation of the paradigm is built upon the following factors:

In addition to being extremely complex, the real world is also built upon multiple layers. The reality based on society constitutes discrete, societal, collective and organizational platforms.

Certain, more-privileged people within society dominate power relations and these relations in turn, mediate ideas.

The self-interests and ideologies of the dominating sects of society hold sway over what is reported as fact in society.

### Research Approach

Measurement of variables scientifically is the key to successful quantitative research. Due to the numeric nature of quantitative data, the gathering and examination of statistics from demonstrative samples is used more often. In plain words, the better the sample represents the factors affecting organizational productivity, the more accurate the quantitative analysis. If however, the instruments utilized for data collection are not appropriate, clearly explained and well designed, the end user will be unable to fully understand the quantitative analysis and the even a representative sample will be rendered meaningless. It occurs many times in the formulation of questions through the use of data collection tools that designers frame quantitative queries qualitatively and vice versa. Information gathered through flimsy queries may end up collecting an enormous amount of data which may end-up being mostly unusable if not entirely.

An interactive albeit unfolding approach occurring in a natural atmosphere is referred to as Qualitative research. Qualitative research is

known to allow the researcher to acquire a quantum of detailed information through a high level of involvement in personally experienced events (Creswell, 1994).

Quantitative and qualitative research differs enormously and this difference is regarded as fundamental to the success of any research. This has lead researchers to conceptualize the barrier between the two as impenetrable and given rise to concepts of 'paradigm wars', whereby, quantitative and qualitative research are considered embattled and irreconcilable. Most researchers categorize their own proceedings under qualitative or quantitative banners, and such a thought is linked to varying fundamental philosophies in the two 'models' (popularly referred to as 'epistemologies')

A new school of thought which combines the two approaches has gained substantial popularity in recent times (Creswell, 1994). This point of view purports that quantitative and qualitative research consists of fundamentally different underlying world views. Realism and Positivism are associated with the quantitative view, while Subjectivism is seen as the world view underlying qualitative research. These views imply that Realists encourage the concept that research is basically uncovering an existing reality. With respect to this view, the researcher must be objective to the proceedings and data of the research and be as detached from the research data as possible. Taking it to a further extreme, Positivism suggests that the world functions in accordance with defined and unbreakable laws of cause and effect. Theories with respect to these laws are tested using scientific thinking and consequently rejected or accepted provisionally. This is believed to be a means of understanding the complex workings of the world through the development of reliable instruments of measurement and an objective analysis of the physical world. This view is inherently flawed, in that, it seeks to measure reality with complete objectivity.

Everyone is a part of this world and the achievement of complete detachment from the world for the purpose of research is impossible. Throughout history, it has been clearly illustrated that the subject under study and the results obtained are heavily affected by the opinions of researchers and the dominant socio-political environment which prevails.

A combination of the quantitative and qualitative approaches will be applicable when the prime aim of this research is kept in view. Since the prime objective of this study is the analysis of the different factors which influence organizational productivity in the UAE, this combination of the two approaches will be ideal based upon the following reasons:

The limited amount of theoretical and empirical statistics on factors influencing organizational productivity and the absence of factors influencing organizational productivity framework which integrates the prime aspects of factors influencing organizational productivity.

The paradigm elaborating upon Interpretivism is the most suitable for this research study. This paradigm aids in the provision of a broad spectrum of mostly qualitative methods and techniques of research. The combination of these approaches is apparently necessary for the incorporation of the methods of both approaches, which is essential for the generation of the necessary information for multi-dimensional framework validation. The various faceted factors manipulating organizational productivity framework which effectively operates with reference to organizations in the UAE. Such a research merits the examination of factors which influence organizational productivity. Current research study has followed a cross-sectional research approach. Cross-sectional research approach is suitable when research aim to develop one time relationship between independent and dependent variables. On the other hand,

different researchers follow longitudinal research approach in which researchers measure time series analysis of a particular concept. These research studies have followed quantitative research strategies and understand the impact of different factors on organization productivity.

### **Research Strategies**

(Sanders et al., 2007) defined a research stratagem and put forward suggestions with respect to six different approaches which can be held applicable in such a case. These stratagems include trial, review, circumstance learning, grounded theory, ethnicity graphicalization, and recording. For the selection of a suitable strategy for conducting a research study, the following factors have to be considered:

Research objectives and aims may be questioned by the research study (Sanders et al., 2007). The assumptions made by the researcher and the philosophical foundations of the research (Sanders et al., 2007). The subject maturity with respect to the chosen area of research and the quantum of knowledge already available in the respective field (Sanders et al., 2007). The amount of actual control being exercised by the researcher over the events of the research. Resource and time made available for the functioning of the research (Sanders et al., 2007).

From the plethora of stratagems available, the qualitative research and survey strategies were selected. The investigation and the validation processes, as a result become sectioned into two phases. The first phase consists of a survey strategy and the second phase is comprised of a qualitative case study strategy for the formulation of the initial research outcomes and the major research outcomes, respectively.

### **Survey Strategy**



The advantages of the strategy adopted are the prime criteria based upon which a survey strategy is selected. Such advantages include:

(Glasow, 2005) noted that survey stratagems are proficient in gaining info from samples largely representative and descriptive of the composition. Such an advantage plays a significant role in the coverage of the service organizations operating within the UAE.

(Altman et al., 1996) described many survey strategies as possessive of many exclusive structures which enable it to become highly advantageous with respect to the aims of this particular research. Such structures include kinds as well as quantities of examinable features, development of and administration of such require very little time, and have greater viability for the creation of simplifications. Because the data collection methods in such an approach are based upon numerical techniques as well as interactions with sentient participants, a quantitative as well as qualitative aspect is added to the study. Such a broadening of dimensions is ultimately advantageous in the adaptation of the framework to the organizations in the UAE. The investigation on factors influencing organizational productivity as an organizational strategy is not properly developed. Operational factors manipulating organizational productivity framework incorporating socio-economic and environmental aspects are lacking thereof.

### **Case Study Strategy**

The advantages of the strategy adopted are the prime criteria based upon which a case study strategy is selected. Such advantages include:

The prime dimension is the effective absorbed stimulating incentive as well as enunciating image. The leadership of the organization plays an integral role in the development of self-

considered aspects including mentoring, support, encouragement and motivation. Such a methodology for the improvement of the productivity of an organization has proven itself to be highly advantageous. Focusing on the varying dimensions of the case study strategy (Bandura, 1991), the prime dimension is that in which a transformational approach is applied with respect to data collection. Characterized by these dissimilar aspects is the case study approach which proves favorable for the purposes of the current study.

Among the prime objectives of this research is the development of an organizational productivity framework with respect to the organizations already operative within the UAE. A case study based stratagem has been suggested by (Yin, 2003) with respect to this study in the three different conditions or situations; in case the factors affecting the context are in direct relation to the research work itself, in case the prime purpose of the research is the investigation of a traditional occurrence within the context of its real-life happenstance, and finally, in case the thin line separating context and phenomenon is not clearly visible to the conductors of the research.

It has previously been proven by the Interpretivism paradigm that it is the most applicable paradigm with respect to the research queries of this particular study. It is therefore, of great import that the case study stratagem being applied to this particular research may in a simplistic manner be based solely on the aforementioned paradigm (Yin, 2003). This is evident due to the fact that this paradigm has the benefit of allowing very local teamwork among the participant and researcher groups in the recognition of the importance of the human creative elaboration in a subjective manner.

### **Single Case Study VS Multiple Case Study**

Not all of the involved variables are under the control of the researcher and, hence, the experiment is partially, or quasi-controlled. Ergo, the research is partly, or pseudo-investigational. The involved variables of an independent nature possess sway over the dependent variables, or they may not. Consequently, the researcher, endeavors to encapsulate, as many as possible, and isolates the ones having the most profound effects, on the dependent variables. The example of a new drug under observation may be considered here. Randomly selected samples of old/young, male/female, vegetarians/non-vegetarians are considered. All these bases of selection are basically variables involved in the research. As soon as the researcher has considered as many variables as possible, the experiment is conducted with the administration of the drug. The dependent variable in this case would be whether the drug has the intended effect or not. The main constituents of this paradigm and the prime philosophical implications of this paradigm have been reported by (Sanders et al., 2007). Two dissimilar scenarios merit the deployment of single case studies; when a researcher successfully uncovers a case study which comprehensively represents all aspects of a problem analyzed by a research, or when a pilot study or exploratory research comes to light (Yin, 2003).

### **Research Methods Used in Case Study Strategy**

The prime advantage of the application of the case study strategy is the strategy's capability to incorporate a plethora of sources for data collection through the employment of various research methods for the ends of the study (Yin, 2003). The application of this stratagem facilitates the exploration of the research questions through a multitude of methodologies, data triangulation allowances and the revelation of the multi-faceted nature of the problem. It was proposed by (Yin, 2003) that

six types of methodologies can be utilized for the purpose of data collection. Each methodology remains linked to an array of info in a multi-faceted nature of research and data collection variable system of study. Additionally, each methodology in play possesses its own set of pros and cons which are highly influential in the ultimate outcomes of the research study. The methodologies in question are physical artefacts, documentation, interviews, archival records, participant observation and direct observation. With respect to this view, the researcher must be objective to the proceedings and data of the research and be as detached from the research data as possible. Taking it to a further extreme, Positivism suggests that the world functions in accordance with defined and unbreakable laws of cause and effect. Theories with respect to these laws are tested using scientific thinking and consequently rejected or accepted provisionally. This is believed to be a means of understanding the complex workings of the world through the development of reliable instruments of measurement and an objective analysis of the physical world. This view is inherently flawed, in that; it seeks to measure reality with complete objectivity. Everyone is a part of this world and the achievement of complete detachment from the world for the purpose of research is impossible.

### **Interviews**

Interviews are the prime data collection methods used in the field of research. They cover all forms of research including, but not limited to qualitative as well as quantitative approaches. Three categories of interviews have been agreed upon by all experts of the field, structured, semi-structured and unstructured.

#### **Structured Interviews**

Interviews of a structured nature or as the common tongue refers to them standardized

interviews, consist of a standard questionnaire presented to all participants. This questionnaire carries the same words and sequence for all participants; none of the questions or the order in which they are presented is changed for any of the participants. This research study is based upon structured questionnaires. These questionnaires are developed to understand the impact of different factors of organization productivity. The structure questionnaires are developed in accordance to the relationship of one variable to another variable. The structure questionnaires are developed in five point likert scale. 1 show "strongly agree", 2 point show "agree", 3 point is "neutral", 4<sup>th</sup> point is "disagree" and 5 point is "strongly disagree".

The research objectives and research questions of this research measures the impact of talent management and knowledge management on work friendly environments in the organization, performance of different production line in the organization, and leadership specially efficiency of transformation leaders. Further these research questionnaires are developed to explore the collective impact of these variables on organization productivity. In order to collect data from respondent and measured the results, structure questionnaires are classified in 5 parts. First, the information regarding talent management is based on 5 questions. Second, knowledge management is measured in 5 questionnaires. Third, the concept of work friendly environment and performance of line management is based on 10 questionnaires. Fourth, the work efficiency of transformational leaders is measured in 5 questions. Finally, organization productivity is measured through 5 questions. Structure questionnaires are important to collect confidential valuable information from respondents. Further, structure questionnaires are also beneficial in most social science research study especially when target population is based on both public and private organizations. Moreover, employees who are working in

different organization are reluctant in participating in long group discussion and interview and these employees are not enough time to participate formal and informal meetings.

### **Unstructured Interviews**

Interviews of an unstructured nature consist of questions and answers which are both not predetermined and the entire exercise is based on the interaction of a social nature between the investigator and the respondent. Such interviews are usually held with the intent of understanding the complex relationships and behavioral patterns of the people involved without the imposition of any predetermined categorization which can end up limiting the scope of the inquiries. Here, the examiners use the spontaneous creation of queries as in the normal flow of a conversation.

### **Semi-structured Interviews**

Interviews of a semi-structured nature, commonly referred to as scheduled interviews, consist of predetermined questions asked based on guides such as a list of key themes, issues, and questions. Such interviews have gained popularity based upon their ability to facilitate the collection of data specifically in the qualitative manner. It is due to these advantageous benefits of the interviews of a semi-structured nature that they have been chosen for the intents and purposes of this particular research. Prime advantages in such cases are:

Interviews of a semi-structured nature allow flexibility in data collected and have tolerance for the variance in the nature of the questions which can be asked. Interviews of a semi-structured nature allow the revelation of actual info with respect to the manner of functioning of people in their respective atmospheres and

surroundings, although only the people themselves actually understand the social context of the environment they live in. Interviews of a semi-structured nature allow researchers manipulate and delve in detail into the depths of evolving situations allowing researchers the freedom of exploration in the development of issues interactively, while during the same time period giving provisions for the development of initial framework topics under study.

Interviews of a semi-structured nature allow the recording of quick replies with respect to the respondent and additionally facilitate the researcher in the resolution of vagueness or misunderstanding in the intent of the questionnaire from the respondent or participant's standpoint (Gorman and Clayton, 2005).

### **Quantitative Data Analysis Techniques and Procedures**

#### **Exploratory and Confirmatory factor analysis**

For the exploration of the factor structure based upon which the preconceived structure of the outcome is generated, exploratory factor analysis is utilized. Exploratory Factor Analysis (EFA) carries a feature of great import, which is, the identification of the factors underlying the research which have recorded an Eigenvalue greater than unity. Such an analysis is undertaken with respect to the current research for the purpose of the identification of the numbers of the latent constituents which are in turn a complete set of underlying variables themselves.

Model identification was the step which followed. As an example, the finding of a unique value such as the beta coefficient or the degree of freedom, during parameter estimation can be considered. Post sample collection a descriptive statistical analysis is undertaken on a preliminary

basis along with the model estimation with respect to fitness for purposes.

#### **Confirmatory factor analysis–SEM (Structural equation modeling)**

Structural Equation Modeling, popularly referred to as SEM, bears great relevance here as it is a confirmatory method which also fulfills exploratory requisites. The advantage of the selection of SEM over CFA can be illustrated by the fact that SEM improves the association between the latent variables involved in the research. Structural and measurement aren't the only two terms associated with SEM; it can also be elaborated upon in an endogenous as well as exogenous variable. The endogenous variable is considered to be the dependent variable whereas the exogenous variable is deemed to be the independent variable. With respect to the current study, within the endogenous constructs, a rare variable remains unobserved. SEM based research considers the exogenous variable to be the one which exerts effect on its surrounding variables without inspiring change in the quantitative model of the research.

#### **Model hypothesized by factoring the multiple components**

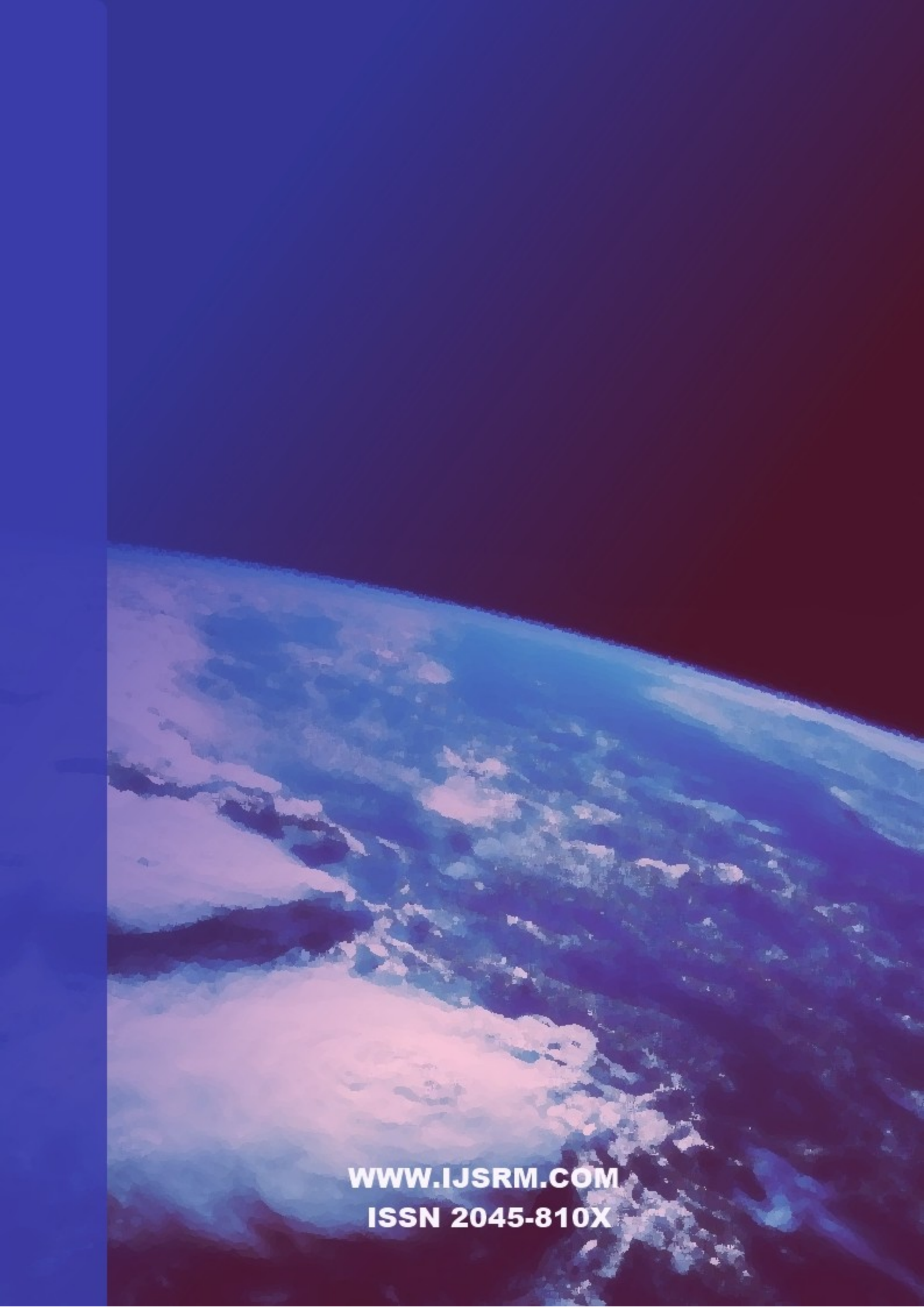
Various constituents such as environmental, social and economic factors are unified with organizational productivity. The factors influencing organizational productivity are a multifaceted as well as multi-layered theme that covers a vast plethora of subtle matters. Factors influencing organizational productivity and the discussion on their effectiveness is as of yet inadequately disposed, the numerous representative structures elaborating the current methodology intends to build a multifaceted outline for the deliverance of a suitable concept.

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