

Employee Productivity – Special Reference to NGOo in Trincomalee District

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Abstract

From the management point of view, the concept of employee productivity is very vague. A number of surveys of management attitudes have said so; even economists, who usually disagree with many aspects, but they also agree that the standard of living is a function of the level of employee productivity.

The intension of this study is to explore the accuracy of the perception of public towards employee productivity of NGOs in Trincomalee district. The central idea of this research is analyzed by, productive workplace culture, technology and innovation, people and skill, networking, management and social mobilization.

This research is carried out with the objectives of identifying the level of productivity in Trincomalee district and to identify the factors which mostly influence the productivity.

The sample for this study was derived from NGOs in Trincomalee district, using cluster sampling method. Data collected from primary and secondary sources were analyze, using computer based univariate analysis such as mean, median, etc., to measure employee productivity of NGOs.

It has been revealed from the above study that employee productivity level is marginally satisfactory. And as a result the living standard too is marginal. This positive focus on productivity highlights the fact, that NGOs have a special opportunity to increase productivity more in future.

Key Words: Productivity, Employee, Culture, Technology and Innovation, Social mobilization, Net working and collaboration.

1.0 Introduction

On December 26, 2004, tsunami swept across the Indian Ocean, spawned by a magnitude 9.0 earthquakes off the coast of Sumatra. Aside from Indonesia, the island nation of Sri Lanka likely suffered the most casualties, with the death toll reported at 21,715 on December, 29th. Parts of these countries have also been affected by the long running armed conflict. The Banda Aceh province of Indonesia and the North and East of Sri Lanka have been ravaged by a decades of civil war. Sri Lanka in particular has come under the glare of foreign media.

Along with the disaster of this magnitude, came an unprecedented outpouring of sympathy and support from international governments and their people. The international community has insisted on an equitable distribution of aid through NGOs.

A NGO (Non-Governmental Organizations) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations system differs depending on their goals, their venue and the mandate of a particular institution.

Soon after the tsunami there is a rapid increased in the number of NGOs working in Sri Lanka. The numbers are mind boggling. These

NGOs perform a vital function in many regions. They work tirelessly in difficult situations and some risk their lives during conflicts and natural disasters. The wave of good will expressed immediately after the tsunami in Sri Lanka showed us the power of altruism.

In Trincomalee district alone has a few hundreds! A factor, which complicates the estimates are the short-lived NGOs. These are the 'Laptop NGOs' existing only in the hard-drive of a portable computer! They are born during the aftermath of a disaster, with little accountability and quietly fade away without completing their charitable objectives. They tend to be reborn with each fresh natural or man-made disaster. In the recent past, some NGOs have come under criticism for financial irregularities and attempts at religious conversions, both nationally and internationally. Governments are also expressing concern that NGOs carry out activities against the interest of host nations.

Employee productivity is a measure of the efficiency with which employee inputs are used to produce goods and services. In broad terms, employee productivity is defined as the ratio of output to one or more of the employee inputs used in production. Even economists, who usually disagree with many aspects, but they also agree that the standard of living is a function of the level of employee productivity.

2.0 Research Problem

At the national level increasing employee productivity is a major problem. In Trincomalee district alone has a few hundreds of NGOs. The community opinion towards the productivity of NGO perceived as ineffective.

3.0 Research Question

Why the employee productivity of NGOs ineffective?

4.0 Objectives

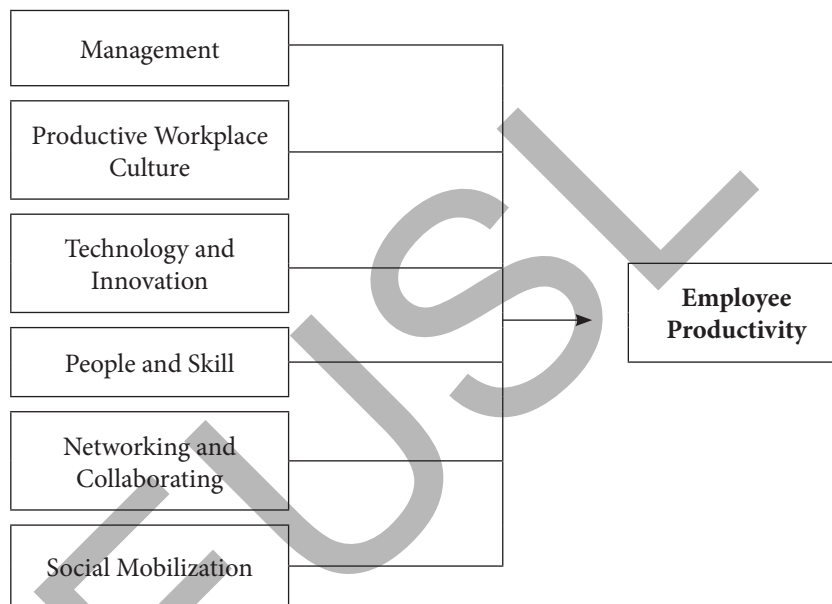
This research attempt to:

Identify the level of employee productivity of NGOs in Trincomalee district.

Identify the factors which mostly influence the productivity.

5.0 Conceptualization

Improvement in productivity involves doing number of complementary things well at a firm level. The study has identified six key drivers of employee productivity. Employee productivity improvement can be made using any of these drivers, depending on the priorities organization facing. They are;



These drivers tend to be complementary, so that changes in one area reinforce changes in another.

6.0 Sample

The research conducted among a sample of workforce attached to a sample of NGOs. Cluster sampling method was used to carry out the study. The NGO population is divided into different clusters such that Local NGOs, International NGOs and United Nations Organizations.

The research among employees conducted using questionnaire method, which will carry structured, semi structured and open ended questions. The questionnaire issued to 15 NGOs. 08 employees were selected from each organization.

Questionnaire consist of 24 research oriented statements, which scaled as “Strongly Agree”(1), Agree (2), Neutral (3), Disagree (4), Strongly disagree (5). Questionnaire statements were carefully designed to measure the 06 key variables support to the employee productivity.

7.0 Methods of Data Analysis

Data collected from primary and secondary sources were analyze, using computer based univariate analysis, to measure employee productivity of NGOs. The value of each respondent for a variable is compared with the median value 3, where the minimum value of a respondent for a variable is 1 and the maximum is 5. Therefore the decision rule can be formulated as follows;

Decision Criteria	Decision Rule
$1 < X_i \leq 2.0$	Factors effectively Support to employee Productivity
$2.0 < X_i < 4.0$	Factors moderately Support to employee Productivity
$4.0 \leq X_i \leq 5.0$	Factors weak to improve employee Productivity

Univariate analysis adopts the SPSS 14.0 computer package for windows to enter the data collection.

8.0 Conclusion

According to the data presented and analyzed the study come to conclusion that the productivity of NGOs in Trincomalee district is in moderate level. And the driving factors also moderately support to raise the employee productivity.

Management capabilities are critical drivers of firm capability and performance. Moderate level of management support would be found at every NGOo. This would indicate that there is moderate ability to adapt to a changing environment, organizational and management capability, people and communication skills and information acquisition and learning processes. Some of these skills are inherent, while many can be acquired in a number of ways, including mentoring, networks and on-the-job learning.

Investment in raising workplace skills (human capital) is most likely to succeed in instances where managers and leaders recognize the

value of increasing productivity and have the necessary skills to achieve it. (The correlation between management and people skill – 0.395) Improvements in management and leadership skills are about doing things better, for example by identifying productivity bottlenecks and then devising and implementing strategies to overcome these.

Here the managers of NGOs can take advantage of changing business environments, through innovation management and building networks and relationships. (0.584 / 0.465)

Research has shown that perceptions of workplace culture of NGOs were marginally positive. The NGOs had 2.2 mean values for productive workplace culture. This depicts that the NGOs had a moderate culture that is the employees in the organization have some what healthy and positive relationships within the workplace and having an environment where people want to “go the extra mile” to create value in their work and the wider firm.

This culture creates moderate improvements in their productivity, especially through moderate employee participation in work processes and the innovative ideas, which support to raise productivity moderately.

The investment in innovation-supporting practices not only improves a firm's current productivity performance at moderate level, but also creates a platform from which it builds future success. This study supports that there is a moderate link between innovation and productivity growth in NGOs industry.

To have an effective productivity NGOs have to consider number of work networks. NGOs themselves establish network. But there is a moderate range of networking and collaboration has been achieved. This networking or collaborative relationships bring the opportunity to achieve at least a moderate level of productivity gains by sharing information and knowledge with partners, suppliers and other firms in the value chain of NGOs.

The knowledge, ability and skills of workers at NGOs contribute moderately to workplace productivity. Ongoing investment in training programs, supervisory and managerial skills, in organization, help to have moderate improvement in the productivity and performance

Training does generate increased wages for trained workers and increased productivity for those organizations that train and innovate. Some of the gain goes to workers in wages and firms keep some.

This study have found that the perception regarding the social mobilization also in moderate level. The NGOs had 2.1 as mean value, which depicts that the deriving factor social mobilization moderately supports to raise the overall productivity. Study found that there is a close relationship in between the social mobilization and workplace culture, skill of people and net work and collaboration.

9.0 Recommendation

Hence for the effective performance NGOs, the study suggests the following as some recommendation to raise the productivity.

Management

Cultivate more efficient managerial capability by using;

- NGOs networks, to raise awareness of the importance of leadership and management capability in improving performance and to spread best practice, through the sharing of management and leadership skills and experiences.
- Develop effective measurement and reporting practices that link to assessment of an organization's performance and how better to achieve those performance.
- Develop a range of internal and external measurements, such as benchmarking, participation in business excellence awards. Customization of these measurements will ensure that the information meets an individual firm's specific needs which increase productivity.
- Develop leading by example skill.

Productive Work Place Culture

More emphasis could be placed on workplace culture and the benefits that a good culture can have in supporting employee participation better training and development activities and good network collaboration, which generally lead to productivity improvements.

Cultural environment that support to high labour productivity by:

- Acknowledging and rewarding good ideas, suggestions and voluntary effort.
- Having methods of performance evaluation that are clear, consistent and regular.
- Having open communication lines, especially about changes or developments within the firm.
- Fostering good communication by providing opportunities to interact in a work and social sense.
- Promoting shared goals and values, such as encouraging teamwork, shared effort and acting in a respectful manner towards others.
- Create greater dialogue between NGOs, other supplier firms and employees on how to develop combined strategies for encouraging productive workplace cultures and building effective employee participation mechanisms.

Technology and Innovation

- Facilitate linkages and collaborative relationships, between organizations to encourage the exchange of information, skills and technology, improve opportunities for capturing knowledge and build up the innovation capability of firms.
- Improve co-ordination and responsiveness of government services making management and marketing support available alongside R&D support.
- Ensure project undertaken into the issue of organization access to finance.
- Gather ideas and knowledge widely from victims, suppliers, employees and other organizations; and allow ideas and knowledge to be shared, stored in a user-friendly form and made freely accessible. This is critical given that there will always be a vastly greater number of ideas outside a firm, even a large one, than there are within it.
- Create a climate that does not punish mistakes but encourages ideas to flow freely through the firm, including shared understandings,

routines and processes, promoting creativity and “having a go”, internal collaboration and teamwork, of people. In addition, using carefully designed reward, recognition and development systems to reinforce management behavior that encourages innovation and gives staff considerable discretion to pursue ideas.

- Involve others, including advisors, other firms and research expertise, in the innovation process.

People and Skill

- Help all employees to access ongoing, or lifelong learning to respond to new technology and the changing nature of work.
- Organizations undertake skills needs assessments time to time, so they can identify what skills they need and where they have skill gaps including identification of where improvements in foundation skills are needed.

Networking and Collaboration

- Identify the full range of networking and collaborative opportunities and mechanisms already available and ensure firms are aware of how to use these effectively.
- Stimulate knowledge exchange between the various actors within networks and clusters.
- Review whether the reach of existing firm capability services could be increased by adding further networking and/or collaborative elements to spread the benefits.

Social Mobilization

- Like human resource manager, project coordinator appoints a person as a social mobilizer. The person who assigned as “Social Mobilizer” should be knowledgeable dynamic and competent person and have initiative with creative ideas also needs to be a impartial, neutral and keep contact with all side.
- The social mobilizer should take a leading role in, motivating the people become involved in a learning and action oriented

development process to improve their own livelihood, identifying different interest groups in the village and creating space for less powerful and poorer groups to express their needs, work with different partner closely, social mobilizing teams consist of members with different backgrounds, awareness building should be made as a continuous process to motivate the victims and have a strong monitoring.

Have an effective employment strategy for productivity improvement. Hire workers who are more effective than those who work in the NGOs. More effective means those whose performance is better; those whose output is greater.

Hire people with more talent, the highest level of honesty and great ambitions. In order to succeed in their service orientation program NGOs have to seek these qualities in each employees.

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