

The Impact Of E-HRM On Employee Productivity - Mediating Role Of Innovation

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Abstract

This research aims to explore the mediating role of innovation and moderating role of organizational climate in the relationship between e-HRM and employee productivity. Testing this relationship in Emirati context is considered as a great importance topic since it was confirmed that organizations are required to implement the innovation in order to upgrade the productivity level of their employees.

A survey using a structured questionnaire is conducted with 58 employees in the organizations in United Arab Emirates (UAE) and statistical analysis is conducted to investigate the relationships between the variables.

This research found that e-HRM positively impacts the employee productivity and organizational climate moderates this relationship while no mediating role of innovation has been confirmed. The efforts to innovatively design e-HRM services and features should be thus kept to the minimum since innovation was not found to affect the way e-HRM affect employee productivity. The research proposed a set of recommendations built around the inter-relationships of the variables in the organizations in UAE which have previously been investigated extensively and guide the organizations on implementing the e-HRM with the aim of increasing employee productivity.

Keywords – e-HRM, productivity, innovation, organisational climate

1 Introduction

Employee productivity is a critical non-financial business performance having a significant impact on financial performance of businesses (Krekel et al, 2019). As human resource function is a key support function of a business, its role to enhance the employee satisfaction and motivation levels is highly acknowledged since satisfied and motivated employees show better

productivity levels (Gosnell et al, 2020). The technological advancements have enabled the HR practitioners to incorporate latest technologies into their function leading to a complete transition of traditional HRM practices thereby encouraging organizations to make a shift from HRM to e-HRM. e-HRM refers to using hardware, software and internet based technologies to perform the HR processes for better coordination and control (Galanaki et al, 2019). The system utilises wide range of technologies and features to allow for performing HR activities in a non-manual way enabling real time data recording and quick decision-making thus proposing innovation to have a mediating role in the relationship between e-HRM and employee productivity (Noerman et al, 2021). Organizational climate on the other hand affects the way employees perceive the environment of an organization which affects their adoption and acceptance e-HRM (Nurlina et al, 2020).

Despite there being high rates of adoption of e-HRM in United Arab Emirates (UAE) (Alameri, 2018), the impact of innovation and organizational climate has not been extensively studied there (Al Mashrafi, 2020). Although many UAE firms are expressing an interest in implementing eHRM, the rate of implementation depends on various factors (Alosani et al, 2020). As an e-HRM practices are designed to include a variety of HR services like e-training and e-recruitment, the impact of the system on employee productivity is dependent on the levels of innovation adopted which needs to be investigated to guide UAE firms in successfully implementing e-HRM. Similarly, the degree to which the image of an organization in employees' mind directs their motivation and satisfaction resulting from the e-HRM impact the success of e-HRM in the UAE (Alameri, 2018). Moreover, Memon et al (2018) argue that mediation research designs are vital to developing theories and thus must be attempted. Similarly, Holbert et al (2020) noted that the moderating effect of a third variable between the relationship of an independent and dependent variable always requires further investigation to reduce the vagueness. This research aims to explore the mediating role of innovation and moderating role of organizational climate in the relationship between e-HRM and employee productivity by conducting a survey with employees in organizations in the UAE. The research will fill the gap in the existing body of knowledge by empirically testing the relationships between the variables.

2 Literature Review

2.1 Employee Productivity

Significant studies have been undertaken leading to the presence of strong evidence of the impact of employee productivity on business performance (Krekel et al, 2019; Mohamed et al, 2018; Hanaysha and Majid, 2018). Employee productivity is defined as the extent to which an employee is efficient and can be considered as an assessment of an employee's output (Ma and Ye, 2019). Human resources are considered as the key of any organization which can't be attained by the competitors and impact the productivity as well (Wang et al, 2018). Various motivation theories like Maslow's Hierarchy of Needs (Maslow, 1954) and Herzberg's Two Factors Theory (Herzberg, 1965) identify factors which can be a cause of employee motivation leading to improved performance. Factors like compensation, workload, the job itself, skills and competencies, motivation levels, growth opportunities, organizational culture, leadership and HR policies and practices are found to have an effect on employee productivity (Gosnell et al, 2020; Ehsan and Ali, 2019; Shenoy and Uchil, 2018).

2.2 e-HRM and Employee Productivity

As HR is a support function responsible for managing the human resources in an organization, the HR practices and policies reflect on the satisfaction levels of employees which in turn influence their productivity (Pradhan et al, 2019). Traditionally, HR practices are performed manually which involves paper-based activities and file-based record-keeping having an increased potential of service delay and inaccuracies (Ahmed and Ogalo, 2019). As technologies have advanced, they have been incorporated into HRM resulting in a shift from HRM to e-HRM. e-HRM refers to the use of hardware, software and internet based technologies to integrate the HR processes for better coordination and control (Galanaki et al, 2019). The utilisation of technologies allow for enhancing HR services quality offered to the employees resulting in improved employee performance (Iqbal et al, 2019a). A wide array of services is offered through technological means through enhanced data management, fair implementation of policies and benchmarked individual and group data (Iqbal et al, 2019b). Employees require support from HR function in managing their employment related issues like compensation and leave. When technologies are used to manage HR practices, the quality of services improve remarkably increasing employee satisfaction which in turn positively impact their productivity (Nurshabrina and Adrianti, 2020). An example of how e-HRM enhances HR function efficiency is the processing of a leave application through e-HRM as compared to traditional HR practices. Traditionally, a leave application would need to be assessed by an HR office to determine the eligibility and the available number of leaves by scrutinising a pile of physical records which would delay the decision-making on the application. On the contrary, e-HRM would provide the leave availability readily and would allow the employee to submit the leave application online and to receive a quick response (Wege et al, 2019).

2.3 Influence of Innovation on e-HRM and Employee Productivity

e-HRM is considered a key transformation since it has changed the way HR practices are performed (Ziebell et al, 2019). Galanaki et al (2019) argue that varied configuration of e-HRM exists in organizations depending on the degree to which technology is adopted and HR practices are transitioned. Moreover, the availability of vast options in terms of designing new features and streamlining HR processes presents the opportunity for continuous improvement (Waheed et al, 2020). This leads to an existence of an innovation potential further enhancing the HR practices. Innovation is defined as an implementation of a new idea or change to an existing process, product or service (Rondi et al, 2019). e-HRM presents with countless options for incorporating HR practices into the system and offers these to the employees through technological support. The innovation aspect when adopted in the e-HRM design and implementation leads to unique HR solutions like e-recruitment and e-training (Al Haziazi, 2020). Innovation is synonymous with improved processes, products and services resulting in higher satisfaction levels of customers (Wikhamn, 2019). e-HRM when complemented with innovative practices provide unique HR services to employees, thus increasing their satisfaction levels and productivity (Njoku et al, 2019). Similarly, the innovative approaches adopted in e-HRM allow organizations to utilise real-time HR data to improve HR-related decision-making and thereby providing a conducive environment for employees to work (Bhatta and Thite, 2019). Thus the mediating role of innovation in the relationship between e-HRM and employee productivity is proposed.

2.4 Influence of Organizational Climate on e-HRM and Employee Productivity

Organizational climate is described as the perceptions of employees about the general environment of an organization (Moslehpour et al, 2019). As opposed to organizational culture which is specific set of values and practices which guide the actions of the members, organizational climate is the way employees perceive their organizations. Sajed (2020) suggests that organizational climate can be categorised four ways, namely as people-oriented, rule-oriented, innovation-oriented or goal-oriented. A people oriented climate is based on care for the employees, a rule-oriented climate is based on strict compliance with rules, an innovation-oriented climate is one which encourages innovation while a goal-oriented climate focuses on achieving goal by any means. Various dimensions of organizational climate have been identified in the literature. The level of autonomy, participation and communication recognises the empowerment of employees which when incorporated into e-HRM positively impact employee productivity (Sonmez and Yildirim, 2019). Integration and supervisory support result in higher cooperation between the employees and their colleagues and supervisors (Jones et al, 2020). Employee welfare perceptions create a positive image in employees' minds of the organizational practices affecting the impact on e-HRM on the productivity (Manning, 2020). The positive organizational climate encourages the employees to have better adoption of e-HRM leading to have improved productivity. The organizational climate is thus proposed to have a moderating effect on the relationship between e-HRM and employee productivity (Chang and Besel, 2020).

2.5 Model and Research Hypothesis

Theory of planned behaviour is proposed by Ajzen (1991) which reveals that the intentions of individuals is the key determinant of their behaviour while their attitude, subjective norm and perceived behavioural control affect their intentions. The theory thus reveals that the productivity is a result of surrounding environment and the factors which drives them to behave and act in a productive way. Theory of planned behaviour along with the review of literature led to the development of the following conceptual model with e-HRM being independent variable, employee productivity being a dependent variable, innovation a mediating variable and organizational climate a moderating variable.

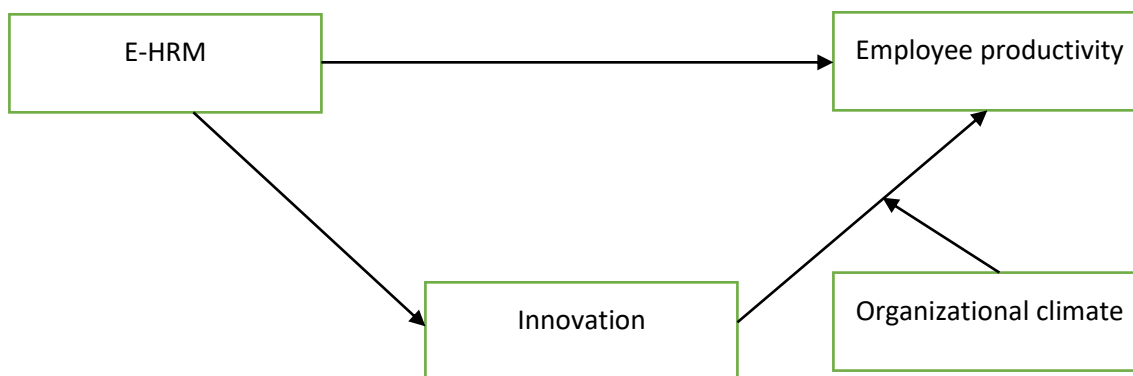


Figure 1: Conceptual Framework

Following hypotheses are proposed for this study:

H1. e-HRM has a significant and positive impact on the employees' productivity.

H2. Innovation mediates the relationship between e-HRM and employee productivity.

H3. Organizational climate moderates the relationship between innovation and employee productivity.

3 Methods

3.1 Data and Sampling

In order to obtain data from the relevant personnel to ascertain the relationships between the variables, the data will be collected from the HR professionals across 50 different organizations representing various sectors in the UAE.

3.2 Measures

e-HRM Characteristics: Measures for the e-HRM were obtained from Iqbal et al (2019a). The scale measures the applicability of e-HRM and was measured through seven items. The items were assessed on a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

Employee Productivity Characteristics: Measures for the employee productivity were also obtained from Iqbal et al (2019a). The scale measures the productivity of employees over the past three years and were measured through five items. The items were assessed on a 7-point likert scale (from 1 = a lot below average to 7 = a lot above average).

Innovation Characteristics: Measures of innovation were measured using a scale by Waheed et al (2019) which assessed the innovation levels in the organizations. The scale measured the variable through six items and were assessed on a 5-point Likert scale (from 1 = strongly disagree to 5 = strongly agree).

Organizational Climate Characteristics: The scale used for measuring organizational climate is from Jing et al (2011). The three dimensions of organizational climate namely readiness to innovate, warmth and interaction and communication was measured through seven items on a 5-point likert scale (from 1 = strongly disagree to 5 = strongly agree).

3.3 Instrument Development

The questionnaire is developed in five sections with first section consisting of “Demographics”, second section “eHRM”, third section “Employee Productivity”, fourth section “Innovation” and fifth section “Organizational climate”. Table 3 presents the variables, dimensions, items and the reference the section was taken from:

Table 3: Questionnaire Development

Variable	Dimensions	Items	Source
e-HRM	E-performance management	7	Iqbal et al (2019a)
	E-performance appraisal		
	E-benefit management		
	E-recruitment and selection		
	E-training and development		
	E-grievance management		
	knowledge management		

Employee Productivity	Change in productivity	5	Iqbal et al (2019a)
Innovation	Organizational willingness to try new ideas and trends	6	Waheed et al (2019)
	Promote the innovation activity in the organization		
Organizational Climate	Readiness to innovate	7	Jing et al (2011)
	General communication between leader and followers		
	General interaction between leader and followers		
	Warmth		

4 Data Analysis & Results

SPSS 21 statistical program was utilized for conducting the data analysis and the details are discussed in the following sections.

4.1 Demographics

Table 4 presents the distribution of the respondents based on demographics. As observed, 60.3 percent respondents were male whereas 39.7 percent were females. In age group, highest responses (i.e. N = 24; 41.4 percent) were in the age group 36-45 years, followed by 46-55 years (n = 14; 24.1percent). A total of 23 respondents (39.7 percent) indicated to have 6-10 years tenure in the organization, followed by 27.6 percent with 11-15 years tenure. The monthly gross salary, 34.5 percent of respondents earned monthly salary of 15,001-20,000 AED followed by 32.8 percent with 10,001 to 15,000 AED. For a detailed distribution, please see Table 4.

Table 4: Respondents Demographics

Demographic Variables		N	%
Gender	Male	35	60.3%
	Female	23	39.7%
Age	25 - 35	10	17.2%
	36 - 45	24	41.4%
	46 - 55	14	24.1%
	56 - 65	9	15.5%
	66 and above	1	1.7%
	Tenure in the organization	1 year or less	0
	2-5 years	9	15.5%
	6-10 years	23	39.7%
	11-15 years	16	27.6%
	16-20 years	7	12.1%
	21 years and more	3	5.2%
Monthly Gross Salary	Less than 5000 AED	2	3.4%
	5,001-10,000 AED	7	12.1%

10,001-15,000 AED	19	32.8%
15,001-20,000 AED	20	34.5%
More than 20,000 AED	10	17.2%

4.2 Validity and Reliability

A total of 61 responses were received for the survey questionnaire, the total of 4 responses were removed due to issues of data missing and unengaged responses, rendering 58 responses usable. To analyse the validity of the variables, factor analysis was conducted whereas Cronbach’s alpha was consulted to examine the reliability.

4.2.1 Convergent Validity

To measure the convergent validity, the reliability scale is examined that allows analysing the extent to which the variables are able to measure constructs. The loading of the constructs and its measurement items exceeded the cutoff of 0.5, while the Cronbach’s alpha was observed to be greater than 0.8 indicating strong internal consistency. For convergent validity confirmation, a value of 0.5 and above is required for Average Variance Explained (AVE) and Composite reliability (CR) which is found to be satisfied (Fornell and Larcker, 1981). However, for innovation the value of AVE is observed as 0.473. Hence, IN1 and IN3 sub construct was removed from the analysis due to lower loading, leading to AVE for innovation as 0.501. For loadings, validity score and reliability score of the variables, please refer to Table 5.

Table 5: Convergent Validity and Reliability Measurement

Constructs	Sub-constructs	Measurement item	Loading	CR	AVE	Cronbach’s α
e-HRM	E-performance management	EHRM1	.784	0.903	0.575	.933
	E-performance appraisal	EHRM2	.557			
	E-benefit management	EHRM3	.853			
	E-recruitment and selection	EHRM4	.779			
	E-training and development	EHRM5	.721			
	E-grievance management	EHRM6	.736			
	knowledge management	EHRM7	.838			
Employee Productivity	Change in productivity	EP1	.746	0.90	0.645	.897
		EP2	.823			
		EP3	.829			
		EP4	.724			
		EP5	.883			
Innovation	Organizational	IN2	.749	0.80	0.501	.893

	willingness to try new ideas and trends	IN5	.704	0		
	Promote the innovation activity in the organization	IN4	.704			
		IN6	.671			
Organizational Climate	Readiness to innovate	OC1	.726	0.90	0.588	.938
		OC2	.831	8		
	General communication between leader and followers	OC3	.616			
	General interaction between leader and followers	OC4	.830			
		OC5	.840			
		OC6	.678			
	Warmth	OC7	.818			

4.2.2 Discriminant Validity

To establish discriminant validity, the square root of AVE is expected to be higher than the correlation coefficient of the latent variables being examined (Fornell and Larcker, 1981). As observed in Table 5, the inter-correlation between the latent variables are smaller to the AVE square root of employee productivity and organizational climate. However, in the case of E-HRM and innovation, it was slightly higher. The heterotrait-monotrait ratio of correlations (HTMT) was also conducted to verify the discriminant validity (Henseler, Ringle and Sarstedt, 2015). Discriminant validity is established for the variables if the HTMT value is lower than 1, which is observed and validated in Table 6.

Table 5: Discriminant Validity and Correlations

	AVE	EHRM	EP	IN	OC
EHRM	0.575	0.758			
EP	0.645	0.402	0.803		
IN	0.501	0.787	0.435	0.708	
OC	0.588	0.637	0.617	0.711	0.767

Table 6: Heterotrait-monotrait ratio of correlations (HTMT)

	EHRM	EP	IN	OC
EHRM				
EP	0.402			
IN	0.787	0.437		
OC	0.637	0.617	0.711	

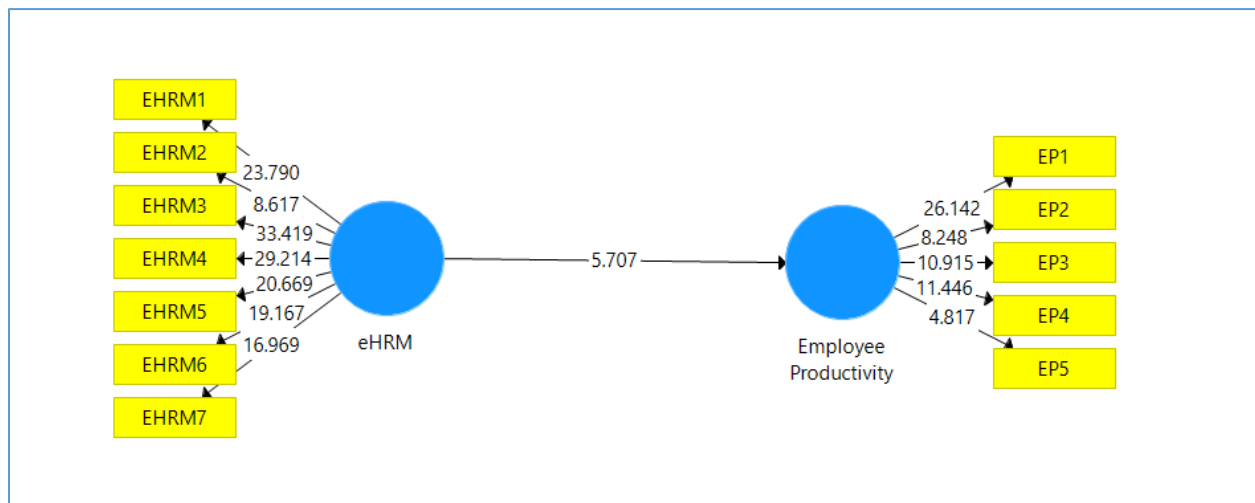
4.3 Hypothesis Testing

In this research study, the hypothesis testing was conducted using SmartPLS interaction analysis. The results of the regression supported the hypothesis 1 that there is a significant positive impact of e-HRM on the productivity of employees (H1: $\beta = 5.707$; $p < 0.05$). The relationship was observed to have a positive correlation strength ($R = 0.510$) which is moderately strong.

Table 7: Hypothesis Confirmation

Hypothesis	Path	β	p	Accepted (yes / no)
H1	e-HRM \rightarrow EP	5.707	0.000	Yes

Figure 2: Results of Hypothesis 1



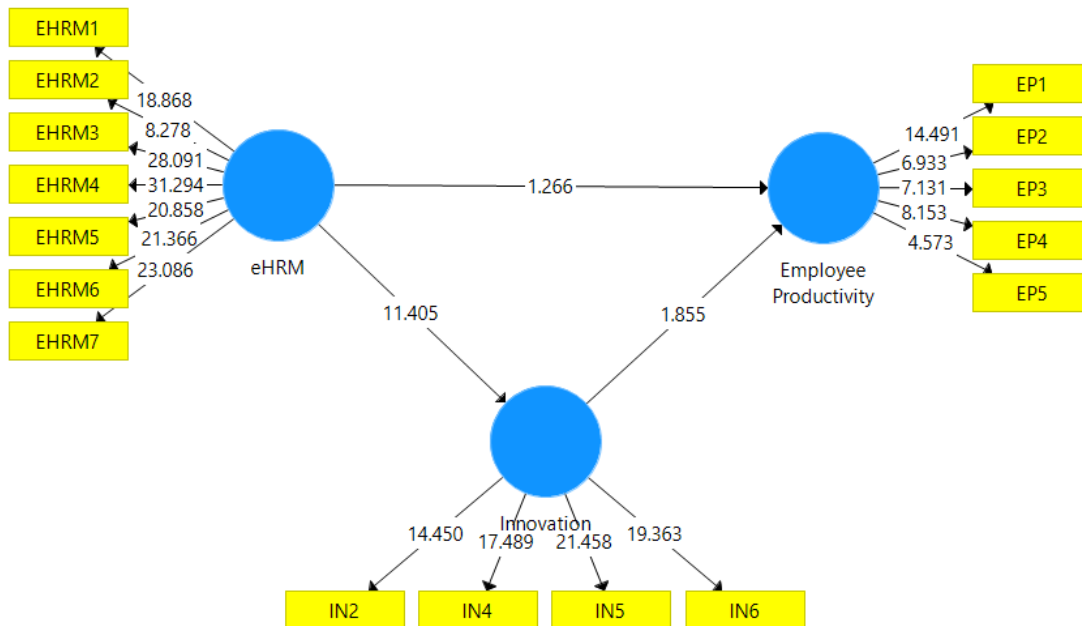
4.3.1 Mediation Analysis

To examine the effect of the mediator (innovation), the direct and indirect effect caused by the variable on e-HRM and employee productivity is calculated through SmartPLS. A statistically non-significant indirect effect was observed between e-HRM and employee productivity, with the mediator innovation, leading to rejection of H2 (See Table 8). For detailed mediation results, refer to Figure 3.

Table 8: Mediation Hypothesis

Innovation	β	t	P	Mediation
eHRM \rightarrow EP	0.236	1.285	0.199	No

Figure 3: Results of Mediation Testing



4.3.2 Moderator Analysis

To examine the effect of the moderator (organizational climate) on the mediator influenced relationship between eHRM and employee productivity, SmartPLS was applied. Two types of interactions are observed.

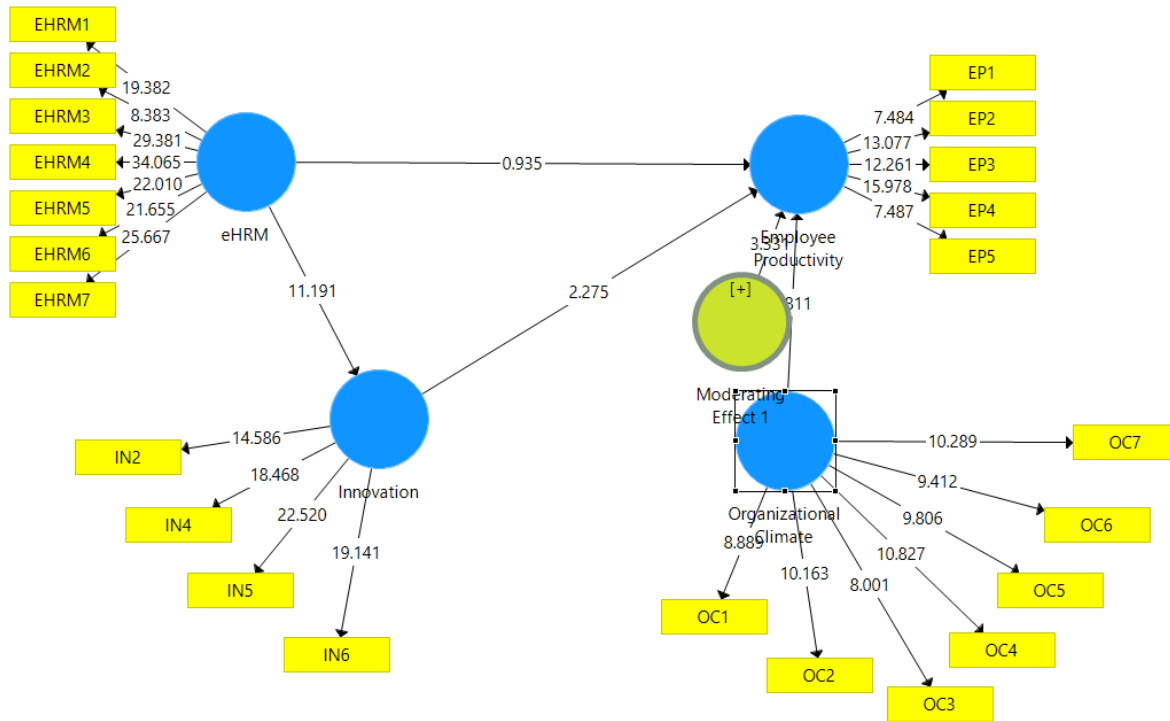
1. Interaction between innovation and employee productivity, with organizational climate as the moderator
2. Interaction between eHRM and employee productivity, with innovation as mediator and organizational climate as moderator

The interaction of the moderator on the interaction between innovation and employee productivity was observed to have a significant effect on the relationship between innovation and employee productivity (H3: $\beta = 0.291$; $p < 0.05$) (Table 9 and Figure 4). As per the estimated confidence interval of 0.512, a significance is established for the moderator variable thereby accepting H3. On the other hand, the interaction between eHRM and employee productivity, with innovation as mediator and organizational climate as moderator was observed to be non-significant.

Table 9: Moderation Hypothesis

Organizational Climate	β	t	P	Moderation
IN \rightarrow EP	0.291	2.275	0.023	Yes
eHRM \rightarrow EP (Mediator +Moderator)	0.168	0.935	0.350	No

Figure 4: Results of Moderation Testing



5 Discussion

The purpose of this study was to examine the impact of e-HRM on the productivity of employees. The study also investigated the mediating role of innovation and the moderating role of organizational climate in the relationship between e-HRM and employee productivity. Data were gathered through a survey with 58 employees in the organizations in UAE. Majority of the respondents were male, in the age group 36-45 years, having 6-10 years tenure in the organization and 15,001-20,000 AED monthly salary. The study reaffirms the positive impact of e-HRM on the productivity of employees since the p value is found to be less than 0.05 revealing the significance of the relationship between the variables in line with previous research findings including Nurshabrina and Adrianti (2020), Galanaki et al (2019) and Iqbal et al (2019a). The study found that to improve the employee productivity, e-HRM must be implemented to offer enhanced HR services through advanced technology adoption. All the seven dimensions of e-HRM investigated in this study namely e-performance management, e-performance appraisal, e-benefit management, e-recruitment and selection, e-training and development, e-grievance management and knowledge management were found to impact the in productivity of organizations compared with other organizations in the same industry, impact the absenteeism rates of employees and change in employee productivity during the last one to three years. e-version of HR services utilise hardware, software and internet based technologies to perform the HR processes for better coordination and control which enhance employees experiences for HR services as well as their satisfaction levels and productivity (Galanaki et al, 2019). The findings thus complement with those of Njoku et al (2019) and Bhatta and Thite (2019) which also

demonstrate that e-HRM implementation affect employee productivity in short term as well as the long run.

Moreover the study attempted to examine the mediating role of innovation in the relationship between e-HRM and employee productivity, something that has not previously not extensively been studied (Al Mashrafi, 2020). The mediation role of innovation was rejected with the application of SmartPLS since the p value is found to be more than 0.05 revealing the insignificance of the relationship between the variables. This finding is contradictory to previous research findings which confirmed that innovation mediated the relationship between e-HRM and employee productivity (Al Haziazi, 2020; Njoku et al, 2019). Various authors including Bhatta and Thite (2019) previously noted the impact of innovation in designing the unique e-HRM services which enhances the quality of the services and affect the employee productivity positively which is not confirmed by existing research. Newer HR services when designed innovatively and offered through e-HRM are expected to increase employee satisfaction and in turn productivity as noted by Wikhamn (2019) but contradicted by this research.

The present research also attempted to explore the moderating role of organizational climate in the relationship between innovation and employee productivity. The application of SmartPLS revealed the moderating role of organizational climate since the p value is found to be less than 0.05 revealing the significance of the relationship between the variables in alignment with the findings of previous research (Manning, 2020; Jones et al, 2020). Previous research noted that favourable organizational climate create positive image of the organization in employees' mind through encouraging encourage readiness to innovate, general communication and interaction between leader and followers and warmth (Jing et al, 2011). With favourable climate, employees are willing to adopt to e-HRM services and get satisfaction from their usage as compared to employees with less-favourable climate. The organization climate as strong antecedent thus has been established to enable e-HRM to positively affect employee productivity. It is interesting to note that innovation itself was not found to mediate the relationship between e-HRM and employee productivity but was found to moderate the relationship as the dimension of the organizational climate i.e. readiness to innovate which strengthens the relationship.

6 Conclusion

This research concludes that (a) e-HRM positively impacts the employee productivity (b)organizational climate moderates this relationship, and (c) innovation does not play a mediating role. Positive organizational climate must be established to encourage readiness to innovate, general communication and interaction between leader and followers and warmth since it would enable e-HRM to enhance employee productivity.

6.1 Theoretical Implications

Previous researches have established the positive impact of e-HRM on employee productivity (Nurshabrina and Adrianti, 2020; Galanaki et al, 2019) which was further established through the present research. The research contributed by exploring the mediating role of innovation and moderating role of organizational climate in the relationship between e-HRM and employee productivity as recommended by Memon et al (2018) and Holbert et al (2020) by focusing on UAE as the research context.

6.2 Practical Implications

The research findings can be used to guide the practitioners interested in creating favourable environment for enhanced productivity. The organisation must ensure that implementing e-HRM should focus on creating a positive organizational climate to encourage readiness to innovate, general communication and interaction between leader and followers and warmth since it would enable e-HRM to enhance employee productivity.

6.3 Research Limitations and Future Scope

The present research is limited in nature since it did not conduct industry specific and Emirate specific study and the research being cross-sectional does not allow to explore the impact of various interventions to create positive organisational climate on the relationship between e-HRM and employee productivity. It is thus recommended that further research should be conducted in the area in particular sectors such as SMEs and public sector and specific Emirates to identify the comparative exploration of mediating and moderating role of innovation and organisational climate respectively on the relationship between e-HRM and employee productivity. Moreover, longitudinal studies should also be conducted to reveal the impact on various organisational climate interventions on the relationship between e-HRM and employee productivity.

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8 APPENDIX A SURVEY QUESTIONNAIRE

The impact of e-HRM on employee productivity - Mediating role of innovation and moderating role of organizational climate

SECTION 1 – DEMOGRAPHY

Please tick (✓) on appropriate choice

Gender:

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

Age:

<input type="checkbox"/>	25 - 35
<input type="checkbox"/>	36 - 45
<input type="checkbox"/>	46 - 55
<input type="checkbox"/>	56 - 65
<input type="checkbox"/>	65 and above

Tenure in the Organization

- 1 year or less
- 2-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21 years or more

Monthly Gross Salary

- Less than 5000 AED
- 5,001-10,000 AED
- 10,001-15,000 AED
- 15,001-20,000 AED
- More than 20,000 AED

SECTION 2 – e-HRM

Please indicate your level of agreement or disagreement with the following statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
We use e-HRM for formal grievances and complaints					

The Impact Of E-HRM On Employee Productivity - Mediating Role Of Innovation

e-HRM is used for performance appraisal in our Organization					
Our Organization uses e-HRM for managing employee benefits					
Our Organization uses e-HRM to receive formal information about a wide range of issues relevant to the branch and its operation					
E-HRM is used for assessment of training needs					
E-HRM is used for posting and transfer					
We use e-HRM for online training and learning					

SECTION 3 – Employee Productivity

Please indicate your level of agreement or disagreement with the following statements	below average	Somewhat below average	Very little below average	Average	Very little above average	Somewhat above average	A lot above average
Compared with other establishments in the same industry how you would assess your employee productivity?							
Average absentee rates are reduced in last 12 months as compared to other Organizations							
Change in employee productivity over the last 12 months							
Change in employee productivity over the last 2 years							
Change in employee productivity over the last 3 years							

SECTION 4 – INNOVATION

Please indicate your level of agreement or disagreement with the following statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
The organization often tries new ideas.					
The organization often tries out the new trend to perform the task.					
The organization becomes innovative in its operations.					
The organization is frequently introduced new products and services.					
Innovation level in our organization is risky and resisted.					
Since 5 years introduction of new products has increased.					

SECTION 5 – ORGANIZATION CLIMATE

Please indicate your level of agreement or disagreement with the following statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Many new ideas are tried out					
Finding new approaches is encouraged					
My Manager makes an effort to inform me about what is happening and about changes that could be important for me.					
My interactions with my Manager are good in this store.					
My Manager cares about my well-being.					
My Manager cares about my opinion.					
My Manager makes an effort to show his/her warmth and kindness to me.					

Thank you for your participation