



The Effect of Effort and Result-Oriented Contracts on Human Resource Productivity: An Important Component of Sustainable Development Study of Dairy Farm in Iran

Hassan Afkari Idehlu, Salma Ahmed

Abstract: Human resource productivity is one of the essential components of the sustainable development of human resources. Human resource efficiency refers to the optimal utilisation of an organisation's or society's capabilities, skills, knowledge, and experiences. The sustainable development of human resources can be aided by raising productivity levels. The management of human resources systems and performance evaluation techniques may require assistance in evaluating employee performance, which can be complicated by its complexities, leading to inaccurate evaluation results. As a result, the organisation will need assistance in achieving its predetermined goals with optimal productivity. Therefore, the present study examines the effect of effort and result-oriented contracts on the productivity of human resources in a 20,000-head state cattle farm in Iran. A comparative approach was employed to investigate the impact of effort-based and result-based payments on human resource productivity. It analyzed ten projects in a set, where five were used for effort-based contracts and five similar projects used for results-based contracts. The study's findings show that result-based contracts have a substantial impact on labour productivity in terms of effectiveness and efficiency. The study likewise discussed the implications of its results.

Keywords: Dairy Farm; Effect-based contract; Manpower productivity; Result-based contract.

I. INTRODUCTION

Achieving maximum productivity and efficiency is a crucial component of sustainable human resource development. The workforce is considered the most important capital of any organisation; therefore, adequate and optimal utilisation, or in other words, effective productivity of this capital, is one of the main goals and plans of managers at the macro level of any organisation. Today, management scientists criticise the success of public businesses in achieving satisfactory results, and most public companies face a significant challenge in terms of productivity.

Various definitions of productivity have been proposed from the scientific perspective. Still, it is undeniable that two key aspects of organisational effectiveness and efficiency are considered when evaluating the productivity of organisations. Efficiency can be defined as the use of the least amount of resources to achieve a particular goal. Effectiveness can be defined as the evaluation of actions taken to achieve predetermined goals. These two definitions define productivity as "doing the right thing in the right way," including effectiveness and efficiency. Workforce productivity is one of the primary goals of managers in every organisation, at both the macro and micro levels. This is because the workforce is the most critical form of capital for any organisation. Today, understanding the variables that impact human resource production has become crucial in all managerial domains, particularly in organisational management. Productivity refers to utilising resources, arrangements, and workforce systematically to minimise costs and meet the needs of managers, employees, and consumers. Human resource productivity refers to the effective utilisation of labour, skills, talent, and human capital. This paper examines the productivity of employees based on their employment at a 20,000-head government dairy farm in Iran.

II. LITERATURE REVIEW

In their Study, Ambiguous Sticks and Carrots, Burke, Towry, Young, and Zureich (2023) examine the impact of contract wording and payment ambiguity on employee performance. It shows that employees under reward contracts work harder than under penalty contracts. They disputed prior studies that claimed bonus contracts demotivate employees more than penalty contracts and reduce team productivity by introducing an element of ambiguity into the contracts. They demonstrate this by testing contracts with ambiguous outcomes and contracts without ambiguous outcomes. In a contract with outcome ambiguity, reward contracts are more motivated than penalty contracts, contrary to the findings of earlier studies [1]. In a study titled Atypical Work: a danger to labor productivity growth? Bardazzi, R., and Duranti, S. In this Study, some researchers from Italy examined the impact of atypical contracts in the Italian economy from 2003 to 2008. Contrary to several arguments that link the use of unusual labour contracts to a decline in productivity growth, they acquired new data based on the cost-cutting approach, which

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*Correspondence Author(s)

Hassan Afkari Idehlu*, Department of Business Administration, Aligarh Muslim University, Shivaliya Apartments, Aligarh (Uttar Pradesh), India. E-mail: hassanafkari.ha@gmail.com, ORCID ID: 0009-0004-4536-2491

Salma Ahmed, Department of Business Administration, Aligarh Muslim University, Shivaliya Apartments, Aligarh (Uttar Pradesh), India. E-mail: salmaahmed6@rediffmail.com

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The Effect of Effort and Result-Oriented Contracts on Human Resource Productivity: An Important Component of Sustainable Development Study of Dairy Farm in Iran

demonstrates that the utilisation of unusual contracts is not necessarily detrimental to business efficiency.

Their estimations show a connection between the usage of unconventional contracts and rising labour productivity [2]. In a study titled "Do temporary contracts affect total factor productivity?" Dolado, J. J., and Stucchi, R. In this Study, based on evidence from Spanish manufacturing firms, it was found that workers with temporary contracts make more efforts to convert to full-time contracts. They showed that workers use the previous average conversion rate in their companies to signal the possibility of upgrading their employment status. Therefore, companies that use this approach to reward workers have a higher total factor productivity rate than other companies [3].

Does fairness foster efficiency? This is the title of a study by Dai, Y., Kong, & Xu (2017). Pay disparity and Chinese business productivity revealed that the gap between employee and manager compensation leads to feelings of inequality, work avoidance, and reduced employee effort. Using data from 2003 to 2011, they discovered a negative U-shaped association between wage disparity and business productivity. The results suggest that fairness concerns may affect employee morale; therefore, based on the research model, there is an inverted U-shaped relationship between productivity and the pay gap. Also, the results showed that the opportunities and skills of employees are adjusted significantly in the inverse U relationship of productivity [4].

Performance pay should be linked with a high-wage policy to include favorable incentive effects, according to Jirjahn, U. (2016) in a study titled Performance Pay and Productivity: A Note on the Moderating Role of a High-wage Policy. Payments must be high enough for employees to respond favorably to performance pay to reinforce and make up for the loss of intrinsic drive [5].

Mondello, M., & Maxcy, J. (2009). In a research study titled "The Impact of Salary Dispersion and Performance Bonuses in NFL Organisations," the effect of individual and group performance payments on performance was examined, with the finding that people prefer individual performance pay over group performance pay. The results of their research showed that individuals did not significantly change their performance when individual payoffs were changed to the group. But when the payment system changed from group to individual, their performance changed dramatically [6].

Mahamid, I. (2020), in a research study entitled "Study of the Relationship between Rework and Labour Productivity in Construction Projects for Buildings," has investigated the causes of rework and the reduction of labour productivity in construction projects. In this Study, it has been determined that the productivity reduction of construction projects is mainly due to rework and reconstruction at construction sites. The use of labour based on effort contracts is one of the primary markers of these types, which mostly lack the necessary skills and experience to perform the work. Other indicators, such as payment delays, a lack of supervisory experience, and material supply issues, have also been mentioned. In this Study, he showed that the number of rework has an inverse relationship with the productivity of the construction; the

higher the amount of rework in the project, the lower the efficiency of the project [7].

In a study titled "The Relationship between Labour Productivity and Economic Growth in OECD Countries," Korkmaz, S., and Korkmaz, O. (2017) examined the connection between labor productivity and economic development in OECD nations. They analysed the annual data of six Mediterranean countries between 2010 and 2020 using the causality test. They found a two-way causality relationship between labor productivity and economic growth. Also, they found a one-way causal relationship between the minimum wage, the average wage and economic growth.

The following topics are suggested for result-oriented governance by Osborne and Gaebler (1992): 1. What is measured is accomplished. After developing performance indicators, individuals begin to ask relevant questions, describe the issue, pinpoint it, and consider the organisation's objectives. 2. It is impossible to tell success from failure if outcomes are not measured. Decisions made by the government are often influenced primarily by political factors when there is a lack of objective knowledge. 3. One cannot praise success if they do not see it. One can boost one's productivity by rewarding successful managers. 4. If achievement cannot be rewarded, failure is undoubtedly being rewarded [9].

Performance-based payments to Swedish farmers for environmental land management schemes have been criticized for being ineffective. From there, the farmers spend the money received from these projects on their management costs; in practice, little to no action is taken to benefit the environment through the projects. Therefore, a study on reducing agricultural pollution through payment based on results was conducted in Sweden by Sidemo-Holm, W., Smith, H. G., & Brady, M. V. (2018). In this case study in Sweden, the cost-effectiveness of the result-based payment plan was compared with a performance-based plan to reduce pollution and the reach of pollutants and phosphorus particles to water sources. The results show that performance-based payment schemes are more effective in moving buffer strips, where they prevent more pollution than simply placing them where it costs farmers the least. And finally, they significantly improve the effectiveness of government payments to farmers compared to their performance-based plans. This case study was conducted in southern Sweden, but it can be expected that similar results can be obtained in other farms with similar characteristics [10].

III.OBJECTIVE OF STUDY

Wages and productivity of the labour force are two key variables in the sustainable development of human resources, and they are of interest to economic experts in terms of economic logic and policy-making at both micro and macro levels. These two variables, on the one hand, are related to the efficiency of companies' financial decisions and, on the other hand, to growth, development, and sustainable economic prosperity.



The relationship between wages and productivity of the labor force, along with industrial development and the spread of entrepreneurship, was brought up to new methods in the field of economic activities, and along with their growth, a variety of wage systems corresponding to efficiency and performance emerged [11]. In all wage systems, part of the wage or all of it is related to individual or group productivity. In continuation of these developments, today, paying the workforce based on their results and achievements has become a standard practice. Determining wages across all work levels and job groups to achieve optimal productivity from human resources is a key component of sustainable workforce development. Therefore, the sustainable development of human resources can be achieved by increasing the productivity of human resources because:

- Increased productivity: People who have higher productivity usually improve their productivity and performance of their tasks, which can help increase productivity and economic growth.
- Reducing the wastage of resources: The decrease of financial and human resource waste can be achieved through increasing the productivity of human resources.
- Improving the quality of life: People who have enough skills and passion are usually placed in better jobs and experience an improvement in the quality of life for themselves and their families.
- Development of knowledge and innovation: Productivity of human resources can encourage the development of knowledge, innovation, and technological progress.
- Social sustainability: Sustainable development of human resources gives people the possibility of sustainable employment and better opportunities in the field of education and professional development, which contributes to social sustainability.

Therefore, the most critical component of sustainable human resource development is productivity. The purpose of this Study is to investigate the increase in productivity of human resources in organizational management. Focusing on the difference in the method of utilising human power, this study has attempted to explain its importance by collecting library information and examining primary data collected from a state dairy company, comparing the two methods of using human power.

IV. PROPOSED METHODOLOGY

The research method of this article is descriptive and analytical. The data collected for this Study is based on original data sampled from a 20,000-head dairy farm in Iran. As a result, some necessary and pertinent scientific data have been gathered from secondary sources, including books and articles from both domestic and foreign publications.

V. EVALUATION OF THE PRODUCTIVITY OF HUMAN RESOURCES IN GOVERNMENT ORGANIZATIONS

Human capital, as one of the most valuable assets of an organisation, is highly sensitive. Human performance within

an organisation is a reflection of its knowledge, skills, and values. One of the objectives of enhancing human resources in government departments is to evaluate the knowledge, ability, motivation, workplace behaviour, and performance of employees, thereby identifying the elements that have the most significant impact on employee performance. One of the most critical factors affecting the performance of employees is the management of the service compensation system [12].

Given that the cost of human resources accounts for a sizable portion of an organization's expenses (such as salaries and benefits, costs associated with development and training, etc.), businesses must adopt new human resources management strategies and arm themselves with tools and techniques like performance management and evaluation as well as performance measurement. However, the management of human resource systems and performance assessment methods may be impacted by some of the intricacies and peculiarities of human resources management.

If this process is not conducted correctly, instead of being beneficial to the organisation, it will cause problems for employees and managers. For example, imagine that the personal opinions of the evaluator affect the report he presents about the members of the organization. As a result, an employee who performs well may be recognized as a poor performer in the report. If managers impartially check the records of employees or supervise the evaluation process, it can be said that this process has no weaknesses. On the other hand, if an unhealthy evaluation is done, problems that are discussed will arise.

- The influence of the personal opinion of the evaluators on the performance measurement report
- Replace performance appraisal with performance management
- Wrong result in assessment due to the use of incorrect or insufficient information
- Creating a microscopic management system in the organization
- Limiting punishing people who perform poorly and recognizing good performance as the duty of employees

This Study has implications for Managers who can learn from the experience of evaluating employee performance in a government organisation. In this experience, to increase the organisation's productivity, an employee performance evaluation system was designed based on individual performance and organisational units. By this strategy, a portion of the employees' pay was paid to them based on the organizational unit's performance report.

Since personnel in various organisational units held varied opinions about the plan based on their status, there was some intra-unit competition among employees. Inter-unit rivalry also increased, and in some cases, animosity also developed. After some time, however, they were able to comprehend the reasoning behind the assessment system.

The Effect of Effort and Result-Oriented Contracts on Human Resource Productivity: An Important Component of Sustainable Development Study of Dairy Farm in Iran

Some workers employed the most sophisticated methods to inflate their annual performance reports, thereby securing the highest wages, despite previously being unable to create them, even in work-related contexts. They did this when reviewing how to increase the number of cases, their workload, and their monthly performance, as previously stated in the monthly performance report.

A small number of employees continued to perform their responsibilities traditionally. It were excluded from the assessment process, but following the second round of performance reviews and the monthly payment of Salary, these employees began to participate in the evaluation process when it became apparent that salaries were being paid to employees at vastly different rates, these employees began to submit performance reports and used this technique. After a while, every employee participated in the performance review process and enhanced their work using various methods. The exaggeration in the performance report had a substantial impact on the organisation's overall performance, despite the competition providing employees with a framework for improving their performance. Based on feedback from the performance evaluation system's first year of use, organisational management made adjustments accordingly. However, after two years, the performance evaluation system was eventually discontinued, and payments continued to be as before. This encounter illustrates the difference in reasoning guiding public and private organisations. Performance must be measured in a trustworthy manner to build an effective relationship between payment and performance. If one cannot link a vital reward, such as payment, with results, it will lead to a decrease in motivation and a drop in performance. In many countries around the world, the compensation system is rapidly changing from fixed contractual wages to flexible payments [13].

To assess employee performance, Understanding the distinctions and characteristics of the organisational settings in these two domains is essential. The propensity to serve society in public institutions while accumulating wealth in private ones is pervasive, creating two distinct organisational environments. By contributing to the organisation's advantages, it is feasible to enhance employee performance and dedication to the organisation's success in a private setting. The contractual arrangement between the employees of these centres and the organization, which is based on the amount of work put in regardless of the outcome, is the most significant factor in the inefficiency of systems like management and performance evaluation in increasing the efficiency of government agencies.

VI. HUMAN RESOURCE PRODUCTIVITY BASED ON THE EMPLOYMENT CONTRACT

It can be said that the effective management of human resources is one of the key levers used to achieve the ultimate goal of the organisation. Many research studies have been conducted on the importance of personnel performance evaluation. The results of all these research studies unanimously indicate that undertaking this work in the right way will ultimately lead to higher productivity within the organisation.

This Study compares the productivity of a public company's human resources based on the differences in the types of wages, specifically "effort-oriented" and "result-oriented" contracts. For this reason, a clear explanation of the contract based on the quantity of work performed, as well as the contract based on the result, is necessary.

A. Payment Contract Based on The Effort-Oriented

Labour is one of the production and service variables that has a price, just like every product does. The labour market is the place where employees sell their labour and employers purchase the labour they need. It is also the place where labour costs are determined. In this procedure of determining pay, human resources are based on the working hours or working days of the personnel, independent of the amount of production and the outcome of labour, and the most common way to pay Salary is in this.

Pay-effort-oriented refers to the set of sums that the worker receives from their employer. Although its amount is different from the Salary, it can be considered one of the many items in this collection. This means that whatever the worker receives from his employer, according to the mutual agreement, is in the form of this collection. Salary or rights, commuting, family support, housing expenses, groceries, holidays, annuities, non-cash benefits, increase in production, annual profit, and many other cases. All the details are included under this heading [14].

B. Payment Contract Based On The Result-Oriented

The payment of wages is contingent upon the outcomes achieved at a given time, and this contract outlines tasks that must be completed within a specific timeframe and with predefined costs and results. Pay result-oriented; in this method, the payment is made mainly based on the result or goals that are determined by the implementation of the project. In other words, the employer decides what results the worker should achieve, and payments are made based on the results obtained. This method is usually used in projects where the goals and final results are clearly defined and measurable [8].

VII. MATERIALS AND METHODS

The difficulties faced by government organisations in cutting the government budget, the scarcity of trained human resources, and the challenges encountered in hiring new employees have increased the tasks and activities focused on achieving results. A project contract is used to outsource the job, which is computed based on the duration and ultimate cost of the activity. To achieve a predictable outcome with a person or in the event of a contract with their firm, this type of contract must be detailed with a thorough breakdown of the type and amount of work to be accomplished, as well as the cost and timeline. As a result, not all actions within the researched firm are always carried out within the company and by its employees. There are several instances where a government agency or business delegates the administration and execution of its operations to individuals outside the organization.



Contracts signed by one or more parties are used to outsource certain operations. Estimating project cost and time is one of the most critical issues in project implementation. In this Study, to evaluate and estimate the project's cost, the project's performance was examined based on previous data and information. To provide a more accurate estimate of the project's cost and time, as well as the performance of costs and past schedules, the projects were divided into smaller sub-projects. Through measuring the work, the time and cost of their completion were calculated. Tables 1 to 3 related to the measurement of the time and cost of one of the five projects carried out with the target of burning the horns of 12,000 calves with the amount of \$165,000 for 12 months were measured according to row number 1 of table 4 and 5, which is presented as an example in this Study.

Table No. 1: Daily Cost Team of Manpower to Dehorning Calf Horns

Title	Number	Average monthly Salary and fringe benefits (without deductions)	Daily salary cost (26 working days per month)
skilled technician	1	4780	183.8
skilled worker	2	3600	138.5
simple worker	1	3000	115.4
Total	4	11380	438

Table No. 2: The Number of Calves Dehorning in 8 Hours by the Dehorning Team (One Working Day)

Title	time (hours)	Number
Equipment preparation time	0.5	—
The time of the operation, dehorning of the calves	6	40
Lunch and rest time	1	—
Equipment collection and cleaning time	0.5	—
Total	8	40

Table 4: Payment Contract Based on the Effort-Oriented

NO:	Expected Duration Time of the Project (Month)	Duration Time of the Completion Project (Month)	The Ratio of Predicted Time to the Duration of the Completion Project	Expected Costs of the Project (USD)	Costs of the Completed Project (USD\$)	The Ratio of Predicted Expenditure to the Costs of Completion of the Project
1 of the	12	16	0.75	165000	253000	0.652
2	10	12	0.83	67200	80640	0.833
3	12	18	0.66	187000	280500	0.666
4	9	9	1	28800	28800	1
5	9	10	0.9	43200	48000	0.9
Total	52	65	0.8	491200	690940	0.71

Table 5: Payment Contract Based on the Result-Oriented

NO:	Expected Duration Time of the Project (Month)	Duration Time of the Completion Project (Month)	The Ratio of Predicted Time to the Duration of the Completion Project	Expected Costs of the Project (USD)	Costs of the Completed Project (USD\$)	The Ratio of Predicted Expenditure to the Costs of Completion of the Project
1 of the	12	11	1.09	165000	165000	1
2	10	8	1.25	67200	67200	1
3	12	9	1.33	187000	187000	1
4	9	9	1	28800	28800	1
5	9	8	1.12	43200	43200	1
Total	52	45	1.15	491200	491200	1

Table No. 3: Cost of Materials and Equipment for Dehorning Per Calf

Title	Price (\$)	Depreciation rate based on the number of calves	Cost per calf (\$)
Calf horn-cutting scissors	50	500	0.1
Calf thermal dehorning device	200	500	0.4
Energy cost	1	30	0.03
The cost of an antibacterial spray	5	10	0.5
Cost of local anesthesia medicine	5	5	1
Total	—	—	2.3

Five topics were selected from among the company's existing work topics. Each subject was divided into two equal parts, resulting in two similar projects. For example, the project of burning the horns of 24,000 calves in 12 months, with an 8-person team, was divided into two projects: burning the horns of 12,000 calves in 6 months with a 4-person team. Five of these projects involved workers with an effort-oriented contractual relationship. The other five were dedicated to employees with a results-oriented contractual relationship.

The quality of the work done by the farm veterinarian at the end of the day should be reviewed and approved. To create equal contractual conditions for all groups, no penalty or reward was considered for delaying or speeding up the work. The productivity of two groups within the company's human resources was evaluated at the end of the year, based on the findings of the predefined time and cost factors. The result is shown in Tables 4 and 5.

VIII. RESULT ANALYSIS

The researcher used ten projects to gather primary data for both types of contracts and provide the findings in this section.

The Effect of Effort and Result-Oriented Contracts on Human Resource Productivity: An Important Component of Sustainable Development Study of Dairy Farm in Iran

Efficiency and effectiveness are the two main components of productivity. Efficiency is defined as the ratio of used benefits to planned benefits, and the ratio of performance to standard performance is also determined. Effectiveness is considered a key indicator of achieving organisational goals. In this regard, care should be taken to define the goal in a way that makes it realistic and attainable. They have also determined the effectiveness of the performance as a measurement of the results based on the level of achievement of the goals. The productivity of employees in the payment contract model is higher than one and positive, based on the findings obtained from the two models of the company's employee employment contracts. (Table No. 5) And this indicates that the firm above has succeeded in achieving its objectives with a productivity rate of more than 1 in a defined amount of time and at a reasonable price. However, in the effort-based payment contract model, the company's productivity in meeting the specified targets has decreased to less than one as project duration and expenses have increased. (Table No. 4)

IX. CONCLUSION

Undoubtedly, the condition for the survival and continuity of any organization in today's competitive world is to improve productivity. Paying attention to its production and productivity can lead it down the path of sustainable development while accelerating industrial growth and development. One of the most critical components of organizational productivity is human resources. In organisations, managers strive to enhance employee productivity and achieve predetermined objectives by employing various approaches and methods, including the utilisation of performance evaluation techniques. The management of human resources systems and performance evaluation techniques may suffer from multiple problems in evaluating employee performance due to the complexities involved, which can lead to inaccurate evaluation results. The productivity of an organisation is closely correlated with the design of a result-oriented payment system, which enhances the organisation's efforts to achieve more goals. Consequently, this Study addressed the hypothesis that outcome-based contracts are more critical for organizations because they increase their effectiveness and efficiency. To investigate this hypothesis, the study examined ten projects at a 20,000-head government cattle farm in Iran, assessing the impact of effort-based and result-based payments on human resource productivity. Five projects were used for effort-based contracts, and five similar projects were used for results-based contracts. The results of the Study show that results-based contracts significantly affect the productivity of human resources in terms of efficiency and effectiveness.

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AUTHORS PROFILE



Hassan Afkari Idehlu is a Ph.D research scholar in the Department of Business Administration, Faculty of Management Studies & Research, Aligarh Muslim University, Aligarh, India. He has participated in many productivity conferences and has presented articles in this field. He has gained practical experience in improving productivity in dairy firms. He is also writing a book on improving productivity in industrial dairy farms.



Prof. Salma Ahmed is a professor at the Department of Business Administration, Faculty of Management Studies & Research, Aligarh Muslim University, Aligarh, India. Dr. Salma Ahmed is Phd and an MBA. Her research interests include Supply Chain Management, Knowledge Management and Information Systems. She has published over ninety papers and attended and presented papers at more than fifty conferences, both at national



and international platforms. She has also authored a book entitled "How to Write and Analyse Cases", which was formally released in New Delhi in 2011. Notably, the book was also distributed as part of a learning module to the selected twenty participants of the International Conference on Global Supply Chain, organised by the Malaysian Institute of Purchasing and Materials Management (MIPICS) in collaboration with the Indian Institute of Materials Management (IIMM) in Kuala Lumpur, Malaysia, in 2011.

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