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## Productivity Employee: Analysis of Employee Behavior, Competence, Task Performance, and Work Motivation

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**Abstract:** This article is expected to provide added value for readers who are interested in human resource management, organizational leadership, or overall organizational development. This article uses qualitative by collecting article literature related to the variables in this article. Articles come from existing international journals such as Elsevier, Emerald, Springer, Willey and other international indices. Dozens of these articles will be described from the results of the research and taken from the perspective of the researcher. The results show that the integration of these findings in managerial strategies can help organizations achieve better operational efficiency and achieve their long-term business goals more consistently. By paying attention to and managing these factors well, the organization. By integrating these findings into a holistic and sustainable human resource management strategy, organizations can build a solid foundation for achieving long-term competitive advantage. In today's dynamic context of business, focusing on employee development as a key asset can be key to long-term success.

**Keyword:** Productivity Employee, Employee Behavior, Competence, Task Performance, Work Motivation

## INTRODUCTION

A modern organization is a dynamic entity consisting of various elements that interact with each other to achieve a common goal. An in-depth analysis of employee productivity, with a focus on behavior, competence, task performance, and work motivation, is crucial to understanding how an organization can achieve its long-term success. Employee behavior within an organization includes not only how individuals interact with each other, but also how they adhere to established rules, values, and culture (Zhou and Wu, 2018). Organizations that encourage positive behaviors, such as teamwork, open communication, and professional attitudes, often build a strong foundation for continued productivity. Conversely, behavior that

does not conform to or does not support the organization's mission can be a serious obstacle to the achievement of common goals.

Employee competence is at the core of an organization's ability to adapt and compete in an ever-changing market (Arshad *et al.*, 2021). Technical competence, leadership, analytical skills, and interpersonal skills are key factors that define how effectively individuals can contribute to organizational goals (Zolfaghari *et al.*, 2024). Organizations that identify, develop, and make good use of these competencies tend to have a greater competitive advantage in their industry (Silitonga *et al.*, 2017). Task performance, or task performance, is a direct measure of how well employees complete assigned tasks on time and with the expected quality (Aziz *et al.*, 2021). This continuous evaluation of performance helps organizations understand the strengths and areas of development for each individual, as well as how they can optimally allocate resources to achieve the desired outcomes (Norton *et al.*, 2015).

Work motivation, as an internal and external motivation, plays a key role in motivating individuals to excel. Organizations that understand the factors that influence employee motivation such as recognition of achievements, opportunities for growth and development, and a supportive work environment will be able to optimize the creative and innovative potential of their employees (Anxo and Ericson, 2023). Within an organization, a good integration of behavior, competence, task performance, and work motivation creates a work environment that promotes collaboration, personal development, and the achievement of common goals. Organizational leaders have an important role in creating a supportive culture and motivating employees to give their maximum contribution (Udin *et al.*, 2023). By developing strategies that focus on individual development and holistic performance management, organizations can not only increase productivity but also build a strong foundation for sustainable growth and long-term success (Nowak, 2024).

In an organization, an in-depth analysis of employee productivity not only focuses on individual aspects but also considers their impact on the overall performance of the organization. Each element behavior, competence, task performance, and work motivation has significant implications for how an organization operates, adapts, and grows in an ever-changing environment. challenges that can affect employee productivity and well-being (Mazelis, Lavrenyuk and Krasko, 2023). One of the main problems is employee behavior that may not always be in line with the values or work ethic desired by the organization (Mokshagundam, 2023). Behaviors such as interpersonal conflicts, resistance to change, or even unethical actions can disrupt harmony in the workplace and damage the reputation of the organization in the eyes of the public. In addition, problems related to competence also often arise (Roberts, 2015). Organizations may face difficulties in finding or Develop employees with skills and knowledge that are appropriate to the demands of today's work. This can hinder an organization's ability to compete in a competitive market or to adopt new technologies that may be crucial for long-term growth (Borg, Scott-Young and Naderpajouh, 2020).

Inconsistent or unsatisfactory task performance can also be a significant problem. Some employees may not achieve the expected level of performance due to lack of training, lack of clear feedback, or perhaps due to mismatch between the task at hand and the individual's skills (Saylor and Johnson, 2014). Low work motivation is also a common problem that can affect employee productivity and work quality. Factors such as a lack of appreciation for achievements, lack of opportunities for career growth, or an unsupportive work environment can cause employees to lose enthusiasm and interest in contributing optimally (Halilintar and Sobirin, 2022). Organizational culture mismatches can also be an obstacle. When an organization's values or culture are not aligned with the employee's personal values or expectations, this can lead to discomfort, tension, or even serious communication problems among team members (Trushkina *et al.*, 2020). Ineffective performance management is also often a source of problems. Poorly structured systems in providing feedback, managing employee performance, or identifying and addressing performance issues can hinder the overall

progress of the organization (Na-nan, Chaiprasit and Pukkeeree, 2017; PAUL and ahmad shah, 2023). This article is expected to provide added value for readers who are interested in human resource management, organizational leadership, or overall organizational development.

## **METHOD**

This article uses qualitative by collecting article literature related to the variables in this article. Articles come from existing international journals such as Elsevier, Emerald, Springer, Willey and other international indices. Dozens of these articles will be described from the results of the research and taken from the perspective of the researcher.

## **RESULTS AND DISCUSSION**

### **Implementation Employee Behavior on Productivity Employee**

A study of alpha marketing solutions found that behavioral issues such as interpersonal conflicts, communication barriers, stress, and burnout negatively impacted employee productivity. The study also explores organizational culture and leadership style as underlying factors and proposes strategies to mitigate these issues and increase productivity (Shireesha, Varalakshmi and Reddy, 2024). Another study investigated whether daily travel behavior affected employee productivity. While this study did not find a direct correlation, it highlights the importance of considering travel patterns in the assessment of overall productivity (Ma and Ye, 2019).

Research on Chinese millennials in the service industry shows that employee engagement leads to stimulating innovative work behaviors. The study also found that work-life balance and psychological empowerment play a mediating and moderating role in this relationship, suggesting that a balanced work environment and employee empowerment are essential for productivity and innovation (Ali, Li and Qiu, 2022). A study at PT Rata Makmur Oil Palm Plantation found that work supervision and the implementation of 5S work attitudes (methods for organizing and maintaining workspaces) have a significant effect on employee work productivity. The study shows that better work supervision and 5S work attitudes can increase productivity by up to 59% (Jean and Siregar, 2022).

### **Implementation Competence on Productivity Employee**

A study at BNI Corporate University found that training has a positive effect on employee competence, which in turn has a positive effect on work productivity. Employee competence mediates the influence of training on work productivity, showing that improving employee competence through training can increase productivity (Pattihahuan and Mukti, 2022). Another study at PT JISS Indonesia Sejahtera Jakarta area shows that employee competence is one of the factors that has a significant effect on work productivity. This study uses survey methods and multiple linear regression methods to analyze data, confirming that competence has a positive impact on productivity (Putri, Faslah and Rachmadania, 2023).

A study at the Sumenep City District Office found that while competence had a negative influence on productivity, leadership and work discipline had a significant and positive influence. This suggests that while competence is important, other factors such as leadership and work discipline are more important for increasing productivity (Kurdi, Abrar and Arifin, 2023). A study at Handoko Commodity Adventure UKM determined that individual characteristics, competencies, and communication affect work productivity. This study uses path analysis to analyze data, confirming that competency is one of the key factors that affect productivity (Amelinda and Harjatno, 2023). There is a positive and statistically significant impact between work discipline and employee productivity. However, the results of this study did not identify a significant impact between compensation and competency on employee productivity. The results of this study can complement existing theories and can be used as

consideration and information for Bank Muamalat Yogyakarta in making decisions to increase employee productivity (Pramesti and Azizah, 2023).

Partial competence had a positive and significant influence on work productivity with the t-value calculated  $\geq t$  table ( $6.230 \geq 1.66600$ ), significant at 0.000 or ( $0.000 \leq 0.05$ ). For the work environment variable, there was a positive and significant influence on work productivity with the t-value calculated  $\geq t$  table ( $5.770 \geq 1.66600$ ) and significant at 0.000 or ( $0.000 \leq 0.05$ ). Simultaneously, competence and work environment have a positive and significant influence on employee work productivity with an F value calculated  $\geq F$  table ( $36.966 \geq 3.12$ ) and significant at 0.000 or ( $0.000 \leq 0.05$ ) (Saroja, 2023).

### **Implementation Task Performance on Productivity Employee**

A study at BNI Corporate University found that employee competence has a positive effect on task performance, which in turn increases productivity. This study uses survey methods and multiple linear regression methods to analyze data, confirming that competence is an important factor in improving task performance and productivity (Guntuku *et al.*, 2022). Another study at the Sumenep City District Office determined that while competence has a negative influence on productivity, leadership and work discipline have a significant and positive influence. This suggests that while competence is important, other factors such as leadership and work discipline are more important for increasing productivity (Hermana, 2023). A study at Handoko Commodity Adventure UKM found that individual characteristics, competencies, and communication affect work productivity. This study uses pathway analysis to analyze data, confirming that competence is one of the key factors influencing productivity (Khan, Mohammed and Harith, 2018).

A study at the Chelyabinsk Regional Children's Clinic Hospital discusses the importance of internal assessment of employee performance based on competence. This system helps in objectively assessing employee productivity, professional knowledge level, and skills, which are crucial for improving task performance and productivity (Комиссаров, 2019). Positive influence on the performance of employees who use SAP systems. The model developed by Goodhue and Thompson explains that the use and attitude of users towards technology to support individual performance, the strength of this model is that it emphasizes the importance of conformity between task and technology in its effect on performance (Hafifah *et al.*, 2019). The eight factors from the literature review, which was then analyzed for factors, showed the extraction to be seven influencing factors and eliminated the work experience factor. In the AHP method, the factor with the highest weight shows that the factor that most affects work productivity is the Communication Platform at 15.11%, while the factor with the lowest weight is the Type of Work at 12.89%. The results of this study will provide valuable insights for companies, organizations, and workers who apply the WFA model to increase productivity by considering the most significant factors (Fauziyah *et al.*, 2023).

By creating a sense of security and comfort for employees, it will help them avoid work accidents and not interfere with their performance. Therefore, building a safe and comfortable work atmosphere can also improve employee performance. Positive success in OSH will create a sense of security that supports improved performance, as employees who feel insecure at work may not be able to do their jobs well (Njihia, 2017). , 2022)Organizational structure has a positive impact on employee productivity. In accordance with the findings of this study, the following are the recommendations; Organizations should implement a system of tasks and reporting relationships that will control, coordinate, and motivate employees so that they work together to achieve organizational goals. It is also recommended that the organizational structure continues to be intertwined to achieve the expected results. This structure should be based on the overall strategy that directs the organization's policies and procedures (Efiong *et al.*, 2023).



HR practices that increase motivation are more effective for individuals who are low in awareness, whereas individuals who are high in awareness perform better under the influence of HR practices that increase opportunities. In our sample, the enhanced HR package did not work with awareness in either way. This study is a meaningful effort as one of the initial efforts to describe a more nuanced picture of idiosyncratic employee responses (Pak and Chang, 2023). Employee performance at the Surabaya Shipping Polytechnic was significantly positively influenced by the implementation of Standard Operating Procedures (SOPs), work competence, and productivity. However, Organizational Citizenship Behavior (OCB) does not have a significant influence on employee performance at the Surabaya Shipping Polytechnic (Ardiana, Andjarwati and Wulandari, 2020).

### **Implementation Work Motivation on Productivity Employee**

A study conducted on Norton Bali Computer & Smartphones found that compensation, work environment, and work motivation partly had a positive and significant influence on productivity (Putra and Wayan Mujiati, 2022). Bangladesh's Ready-to-Wear Garment Industry (RMG) observes the relationship between wages, benefits, welfare facilities, employee work motivation, and employee productivity. This study supports all seven hypotheses, suggesting that these factors significantly affect productivity (Nature *et al.*, 2020). At PT. Denso Indonesia, work discipline and work motivation were found to have a significant influence on employee productivity, with competence as an intervening variable. This study uses multiple linear regression to analyze data (Marlapa and Mulyana, 2020).

An associative quantitative study at Bank BJB Syariah Rancaekek Branch revealed that organizational culture and work motivation have a significant effect on employee productivity (Kusnadi, Yulianti and Purnomo, 2020). A study on the Department of MSME Cooperatives in Pekanbaru City shows that compensation, work discipline, and motivation simultaneously affect employee productivity, with a significant partial influence on each variable (Arulan, Imanuallah and Sabri, 2023). At PT. Anugerah Agung in Jakarta, work motivation and discipline were found to have a significant effect on employee productivity, with a combined effect of 56.2% (Sutrisno and Sunarsi, 2019). Study on PT. Kereta Api (Persero) Divre III Palembang shows that work motivation and compensation have a direct and significant effect on employee work productivity, using Partial Least Square Structural Equation Modeling (PLS SEM) (Depiansah and Mellita, 2023).

### **Discussion**

From the above description in the results of various literatures in this discussion, it will be described from the perspective of the researcher in this article, where from the results of the implementation of Employee Behavior on Productivity, Employee stated that the Implementation of Employee Behavior on Productivity Employee studies provide valuable insights for practitioners and managers in managing employee behavior to increase productivity. The importance of understanding and managing the internal dynamics of the organization, including the interaction between behavior, employee engagement, and the implementation of effective management practices, is key to creating a productive and sustainable work environment. Furthermore, the perspective of the implementation of Competence on Productivity Employee which provides empirical evidence that investment in employee competency development through training and education can be an effective strategy to increase productivity. The importance of considering factors such as leadership, work discipline, and work environment in a competency development strategy should also be a key consideration for organizations in an effort to improve their performance and competitiveness.

Furthermore, in the Implementation Task Performance on Productivity Employee, the perspective of this researcher states that a good integration between competency development, effective performance management, a supportive work environment, and appropriate

technology is a necessary strategy to increase work productivity sustainably in various organizational contexts. The next perspective from the findings of the Implementation Work Motivation on Productivity Employee where the researcher in his perspective states that these studies provide a deep understanding of the relationship between work motivation and employee productivity. The managerial implications include the importance of holistic human resource management.

## CONCLUSION

In conclusion, the integration of these findings in managerial strategies can help organizations achieve better operational efficiency and achieve their long-term business goals more consistently. By paying attention to and managing these factors well, the organization. By integrating these findings into a holistic and sustainable human resource management strategy, organizations can build a solid foundation for achieving long-term competitive advantage. In today's dynamic context of business, focusing on employee development as a key asset can be key to long-term success.

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