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Productivity and Sustainability Organization: Leadership, Motivation, Competence

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Abstract: The purpose of the study is to find out in the literature review the influence between the variables of leadership, motivation, and competence, on productivity and sustainability in organizations from various scientific articles derived from reputable international journals, This research methodology uses a qualitative approach and examines the variables of this study. A type or method of scholarly writing is a form of library research, the results of the six descriptions above prove several variables to see there is an influence in this study, there is only one scientific article from (Jansen & Pfeifer, 2017)not all competencies are equally related to productivity, besides that all variables from the review of scientific articles found by researchers have a positive and significant influence by using Research methods qualitatively and quantitatively. The recommendation in this study is that researchers hope that in the future researchers hope that other researchers continue to conduct research with the same variables with different objects, and existing research methods, the distinguishing variables of this scientific article research to be used in future research are business process, effective service delivery, a human resource from resilience engineering, HSE, ergonomics perspectives, Compensation, and exporting.

Keywords: Productivity, Organizational Sustainability, Leadership, Motivation, Competence.

INTRODUCTION

The productivity and sustainability of an organization is closely related to the effective management, motivation and strong competence of the members of the organization. Productive and sustainable organizations usually have leaders who are able to lead the team, provide clear direction and show confidence in team members. Motivation is also a key factor when it comes to productivity and organizational sustainability. Motivated employees work harder and produce better results. According to (Buda Prasada & Sawitri, 2019);(Iwan et al., 2022);(Susanto, Syailendra, et al., 2023) Motivation can come from many sources, such as rewards, challenges and opportunities to grow and develop. In terms of productivity and

organizational sustainability, the competence of team members is also very important. Qualified and competent team members are usually able to complete tasks more effectively and efficiently, which can help improve the overall efficiency of the organization. However, to achieve long-term sustainability, organizations must also consider environmental and social factors. Sustainable organizations must pay attention to their effects on the environment and surrounding communities. In addition, the organization must also consider financial sustainability, ie. sufficient income for long-term continuity of activities.

Existing phenomena from several researchers such as (Jansen & Pfeifer, 2017);(Sawitri et al., 2019) analyze the relationship between the work productivity of trainees with skills acquired in previous training. We use enterprise-level data, which in addition to the variables of productivity and salaries of employees and trainees, also contain information on the qualification level of trainees before the start of training, The professional qualifications framework should include all professional roles and requirements of employers. Vocational education uses a company-wide competency framework that provides a valid foundation for curriculum and teaching as it provides meaningful training for learning and the complex world of work in the workplace. Development responsibilities and flexibility to respond to ever-changing business challenges and increase farm productivity. Effective implementation of this approach requires a thorough understanding of the competency framework (Mulder, 2019);(Susanto & Sawitri, 2022)

The various leadership styles that exist in various organizations are already used or implemented to date but, according to (Avolio et al., 2004);(Jumawan & Widjaja, 2023) has always been more difficult in difficult times, the unique stressors facing organizations around the world today require a refocus on what is meant by authentic leadership, and the need for authentic leadership has been proven. Organizations often expose their existing members to threats such as, severe financial failures, obsolescence, downsizing, rapid technological advances, workplace violence and acts of terrorism, Your ability to survive and recover from sudden and dramatic changes is becoming increasingly important (Aima et al., 2017);(Zehir & Narcıkara, 2016) according to Productivity support is clearly defined goals, availability of competencies, employee competencies, competency development as well as performance management and employee motivation. An organization can increase its productivity, which in turn will lead to a return on investment and competitiveness with the help of skilled labor. By investing in skills development, employees will be more motivated to do their best, which will increase their productivity (Muhammad & Tahir, 2023);(Sookdeo, 2020) according to (Graves & Sarkis, 2018);(Ricardianto et al., 2021) We refer to the motivation for sustainability identified by executives as personal motivation for sustainability. This type of motivation is linked to the values of sustainable development and is expressed when it fully accepts the importance of sustainable development.

Managers must be able to recognize the environmental impacts caused by the company and devise appropriate strategies to reduce those impacts. In addition, a good leader must be able to motivate employees and team members to engage in sustainable activities such as: Reducing the use of harmful chemicals and introducing environmentally friendly technologies. Sustainable business also includes the ability to plan and manage human and natural resources effectively and efficiently. A successful leader must be able to lead by example, train and bring a sustainable culture into his organization.

Examining the detailed life stories of these individuals phenomenologically, we seek to understand through what experiences and circumstances young adults who have developed different aspects of sustainable action(Almers, 2013) Sustainable development requires the co-creation of information platforms that draw strength from global diversity and at the same time unite holistically. The author of this work argues that such cohesion can occur only through the use of science. For example, our senses do not sense how the concentration of

carbon dioxide in the atmosphere is increasing, or what increasing the concentration can do in complex systems of which humans are an integral part. Researchers should help identify resilience challenges and develop holistic strategies for success that work in the context of differences in values, norms, and belief systems (Broman et al., 2017), (Broman et al., 2017)(Windolph et al., 2014)(Windolph et al., 2014) states regarding motivation with sustainability that three main themes are emphasized in the current literature. First, governments and societies suppress corporations, forcing them to gain and secure legitimacy. Second, the behavior of consumers, investors, and competitors can contribute to market success through sustainable management. Third, internal improvement means optimizing processes and reducing costs.

From some of the descriptions of the phenomenon above, this scientific article aims to find out in the literature review about the influence between leadership, motivation, and competence variables, on productivity and sustainability in organizations from various scientific articles derived from reputable international journals.

LITERATURE REVIEW

Competence with Productivity

According to (Mohammed et al., 2013) shows that human capacity development involves both organizations and individuals as an investment process that allows them to realize their full potential for increased productivity. It directs employees to a learning and information landscape where personal information management skills and competencies create conditions for the development of the oil industry, competence as a general, integrated and internalized ability to perform sustainably and effectively in a specific field of work, function, role, organizational context or task to be assigned. Status and qualifications (plural: skills.

(Billett et al., 2014) (Billett et al., 2014), It is assumed that the effect of school knowledge on trainee productivity is weaker compared to trained specialists with a strong educational background. different. Although schools have at least some influence on the productivity of skilled workers, the reason for this association lies in the choice of workers with schools for different training programs and career paths(Jansen & Pfeifer, 2017).

Leadership with Productivity

According to (Rettrisunz et al., 2023);(Segun-Adeniran, 2015) and work productivity of university library staff: In his research on Nexus, he argues that there are at least five main types of leadership styles practiced in various organizations today, namely: autocratic management style; democratic management style; transactional leadership style; Transformational leadership style and laissez-faire leadership style, according to (Susanto, Agusinta, et al., 2023);(Segun-Adeniran, 2015) itis further explained that transactional leadership styles usually reward or punish employees or subordinates for completed tasks. As the author argues, the word "transaction" means the reward given for the actions performed (both positive and negative). In other words, if productive actions are carried out that result in failure to achieve the goals that have been set, the individual will be negatively rewarded; But when unproductive actions are taken, leaders impose appropriate punishments on the individual.

Motivation with Productivity

According to (Moynihan &; Pandey, 2014) Work motivation can be created by encouraging employees with money who feel supported and have a place in the organization, According to (Azeem, 2014);(Sawitri et al., 2019) Work motivation is a process that encourages and maintains performance. Intrinsic motivation pushes employees to help them

achieve the goals or tasks set, a person is highly motivated, he will do his job to the fullest and vice versa. If a person is not motivated to work, they cannot do new things to achieve the goals of the company. This motivation is needed because with the motivation of each individual employee is expected to work hard and full of enthusiasm to achieve high work productivity (Amri, 2021);(Zen et al., 2023b).

Competency with Sustainability Organization

The concept of competence frames the second part of the concept of functional competence for sustainable development. As already explained, the competencies necessary to strengthen the ability to act in sustainable development consist of three basic substructures, namely related to i) knowledge of possible actions, ii) belief in one's own influence and iii) readiness to act (Bratha et al., 2023);(Breiting & Mogensen, 1999);(Susanto, 2021) The concept of capacity to act, which we define here as the latent capacity of an individual, describes the need for meaningful action as the desire to act for sustainable development. Participation in goal-directed activities requires that activities that affect the world around individuals are accompanied by collective social activities(Olsson et al., 2020);(Kuhuparuw & Ferdinandus, 2014)

Leadership with Sustainability Organization

According to (Senge et al., 2015; Senge et al., 2015) Sustainable leadership is a relatively new area of scientific research that goes beyond traditional management approaches that emphasize internal organizational processes and produce limited or closed systems, although it is related to other leadership models that are relational and focus on system change, according to (Hallinger & Suriyankietkaew, 2018);(Susanto, Sawitri, et al., 2023) Sustainable leadership is a relatively new field of scientific research that goes beyond traditional management approaches that emphasize internal organizational processes and produce limited or closed systems, although it is related to other leadership models that are relational and focus on system change.

Motivation with Sustainability

According to (Zen et al., 2023a); (Susanto, Soehaditama, et al., 2023);(Hoogland et al., 2007) looking at the more fundamental motivations behind sustainable choices, trying to link interest in sustainable products with human values such as universalism.

RESEARCH METHODS

This research methodology uses a qualitative approach and examines the variables of this study. A type or method of scholarly writing is a form of library research. Theoretical analysis, analysis of relationships between variables, books and magazines, online and offline, were obtained from Mendeley, Google Scholar and other online media. The peer-reviewed journals are listed in Table 1.1 Journal Metrics below

Tabel 1. Metrik Journal

Peneliti, Judul dan Tahun	Variabel yang digunakan	Temuan	Perbedaan dengan studi ini
(Jansen & Pfeifer, 2017) Pre-training competencies and the productivity of apprentices	Pre-training competencies productivity	Not all competencies are equally related to productivity. Problem-solving skills, followed by oral and written skills, showed the strongest association with trainees' earning capacity. IT competence is also positively but weakly related to practitioner productivity. In contrast, higher levels of basic math skills leave productivity levels largely	

		unchanged. Sorting out occupational groups, the authors found that the positive relationship between qualifications and productivity was more pronounced in commercial jobs than industrial-technical occupations.	
(Vendrell-Herrero et al., 2020) Knowledge management competences, exporting and productivity: uncovering African paradoxes	Knowledge management competences Exporting Productivity	shows that African exporters differ significantly from their non-export counterparts in terms of productivity and skills. Knowledge About External services the country increases productivity for exporters, but the opposite effect for non-exporters. In line with previous research, the results also show that signaling capabilities increase productivity, but the effect on companies serving the domestic market is stronger than export companies. The author uses the paradox of learning to interpret these results.	exporting
(Choi & Lee, 2021) Technological diversification and R&D productivity: The moderating effects of knowledge spillovers and core-technology competence	Technological diversification R&D productivity knowledge spillovers core-technology competence	A positive moderating effect on the relationship. Third, the moderating role of technology's core competencies in interpersonal relationships is more pronounced in companies operating in high-tech or competitive industries. Finally, the independent (or direct) effect of technology diversification on R & D productivity was revealed taking into account the moderation effect. Our results suggest that companies should consider the abundance of knowledge and technological know-how associated with their core technologies to better benefit from technology diversification.	Technological diversification knowledge spillovers
(Masiko et al., 2022) Technology, human resource competencies and productivity in nascent petroleum industries: an empirical study	Technology human resource competencies productivity	that Technology Competencies and human resources have a positive and significant effect on the productivity (PI) of the petroleum industry. Both TC and HR explained the 32% difference in perceived productivity improvement. The relationship between the independent variable (TC and Human Resources) and the dependent variable (PI) is summarized by the equation ΔPI 5 0.36 TC þ 0.25 HR, where TC has a more significant influence on PI than HR.	Technology
(Zehir & Narcıkara, 2016) Effects of Resilience on Productivity under Authentic Leadership	Resilience on Productivity Leadership	focuses specifically on authentic leadership, the most well-known leadership style among positive organizational researchers, and its impact on employee resilience and individual productivity.	
(Sookdeo, 2020) From defining to measuring productivity: a coherent leadership strategy for effectiveness	Productivity Leadership	An increase in the productivity of any organization has a significant impact on the economic well-being of the country. Making the right strategic decisions benefits business, consumers, and the economy in general. Measuring productivity as a coherent strategy enables companies determine whether they can remain efficient, profitable, and sustainable.	
(Olsson et al., 2020)	Leadership qualities	Executive level autocratic leadership style. Furthermore, almost all academic	effective service delivery

Leadership qualities and style: a panacea for job productivity and effective service delivery among library staff in academic libraries in South South, Nigeria	Productivity effective service delivery	librarians in southern Nigeria agree that when academic library administrators practice democratic management, the work of library staff is maximized for productivity and efficiency. Dedication and passion for one's work, good communication skills, good decision-making skills, sharing power/empowering subordinates are good qualities in a leader.	
(Azadeh & Zarrin, 2016) An intelligent framework for productivity assessment and analysis of human resource from resilience engineering, motivational factors, HSE and ergonomics perspectives	productivity assessment human resource from resilience engineering motivational factors HSE ergonomics perspectives	Employee productivity (the sum of efficiency and effectiveness) is analyzed to identify unproductive employees and the impact of each concept on efficiency and effectiveness. The proposed framework could provide significant benefits to safety-critical systems, managers and employees, for example by identifying key factors that significantly affect the productivity of human resource management.	human resource from resilience engineering HSE ergonomics perspectives
(Eide et al., 2020) An investigation of leaders' motivation, intellectual leadership, and sustainability strategy in relation to Norwegian manufacturers' performance	Motivation intellectual leadership sustainability strategy	The results of structural equation models from 352 Norwegian manufacturing companies showed that spiritual leadership partially mediates the relationship between supervisors' personal sustainability motivation and corporate sustainability strategy, suggesting that personal motivation influences corporate strategy through managers' leadership behavior. We also found strong and significant pathways from corporate sustainability strategy to perceived value creation and impact from organizational-level initiatives. In addition, we found a small but significant relationship between the incorporation of sustainability efforts into a company's core business strategy and objective measures of financial performance. We discuss the potential implications of this study for managers and researchers.	
(deden., 2020) EFFECT OF WORK COMPENSATION AND MOTIVATION TOWARDS PRODUCTIVITY OF WORKERS (A SURVEY IN PT. NECIS INDAH CEMERLANG BANDUNG)	COMPENSATION MOTIVATION PRODUCTIVITY	Reward and motivation affect the work productivity of PT employees both collectively and individually. Beautiful Necis Brilliant Bandung, but motivation is partly driven by labor productivity, not salary	COMPENSATION
(Quelhas et al., 2019) Engineering education and the development of competencies for sustainability	Engineering education Development competencies sustainability	The literature identifies eight key sustainability-related competencies required by engineering professionals. Empirical studies show that respondents consider some skills more important than others.	Engineering education Development
(Olsson et al., 2020) Self-perceived action	Self-perceived action competence Sustainability	Analysis of confirmatory factors, measurement of reliability and confirmation of convergent validity showed survey instruments with	

competence for sustainability: the theoretical grounding and empirical validation of a novel research instrument		excellent psychometric qualities. We present that SPACS-Q is a novel and theory-driven, empirically reliable, and valid tool, and we encourage researchers to use SPACS-Q when studying the feasibility of people in different contexts.	
(Venn et al., 2022) Competencies of Sustainability Professionals: An Empirical Study on Key Competencies for Sustainability	Competencies Sustainability Professional	In the literature between research is guided theoretically and empirically and offers new insights into sustainability expertise in the fields of sustainability science, human resource management and higher education.	
(Nicholson & Kurucz, 2019) Relational Leadership for Sustainability: Building an Ethical Framework from the Moral Theory of 'Ethics of Care'	Leadership Sustainability	in managing ongoing relationships. Thus, the ethical impact of caring on interpersonal leadership development is examined more holistically. From a caring perspective, "relational thinking" or efficiency logic can be encouraged by engaging in the reflective process of moral education through conversation. By initiating this dialogue, we can begin to build relationship management skills that promote sustainability and thus support individual well-being and the development of organizational and social well-being	
(Fry & Egel, 2021) Global Leadership for Sustainability	Leadership Sustainability	Global sustainability leaders are increasingly advocating for a more sustainable, tripartite, and balanced approach that goes beyond stakeholders' financial performance requirements. Lastly, we discuss the implications forGLfS theory, research, and practice.	
(Sanchez-Carrillo et al., 2021) Embracing higher education leadership in sustainability: A systematic review	Leadership sustainability	The institution focuses on environmental performance, but little attention is paid to the community, its community, cooperation with other institutions, changes in the training of care workers and faculty, and proper assessment of the internal structure that guides the institution's commitment. . provide education for sustainability. Based on the literature, five strategies are recommended to reduce reported problems and promote sustainability in higher education. Therefore, management innovation, planning, openness, educating stakeholders about sustainability, negotiating and networking with many partners seem to be key factors in implementing sustainability.	
(Grunert et al., 2014) Sustainability labels on food products: Consumer motivation, understanding and use	Consumer motivation Sustainability	Currently, sustainability labels do not play a significant role in consumers' food choices and their continued use depends on the extent to which consumers' concerns about sustainability translate into actual behavior.	
(Lorincová et al., 2019)	Motivation Sustainability	Employees of the human resources department must accept the reported results and implement them in incentive	Business Processes

Employee Motivation as a Tool to Achieve Sustainability of Business Processes	Business Processes	programs in the sense of strategic management of human resources.	

In qualitative research, literature review should be used in accordance with methodological assumptions. That is, it must be used inductively so that it does not direct the questions that the researcher asks. One of the most important reasons for conducting qualitative research is exploratory research (Ali &; Limakrisna, 2013).

FINDINGS AND DISCUSSION

The description of the metric table of several scientific articles that represent the variables contained in this scientific article with discoveries;

1. The Effect of Competency with Productivity

Studies from ((Jansen & Pfeifer, 2017)not all competencies are equally related to productivity, besides research from (Vendrell-Herrero et al., 2020) and (Vendrell-Herrero et al., 2020) with the results of the (Choi & Lee, 2021)

2. Influence of Leadership with Productivity

Studies from (Masiko et al., 2022), (Zehir &; Narcıkara, 2016), and (Masiko et al., 2022)(Olsson et al., 2020) with the same results where leadership has a positive and significant effect from these three scientific articles. The distinguishing variable with this scientific article is technology.

3. The Effect of Motivation with Productivity

Studies from (deden, 2020);(Azadeh & Zarrin, 2016)(Azadeh & Zarrin, 2016)(Azadeh & Zarrin, 2016);(Azadeh & Zarrin, 2016);(Braunerhjelm & Lappi, 2023);(Khasanah et al., 2023) two scientific articles related to this variable there are results of the influence between Motivation and productivity with differentiating variables effective service delivery, human resource from resilience engineering, HSE, ergonomics perspectives, Compensation.

4. Influence of Competence with Sustainability Organization

Studies from (Quelhas et al., 2019);(Olsson et al., 2020);(Venn et al., 2022)(Olsson et al., 2020)(Olsson et al., 2020)(Olsson et al., 2020)(Olsson et al., 2020);(Sawitri et al., 2019) with the results of the three scientific articles stated that there is an influence between competence and sustainability organizations.

5. Influence of Leadership with Sustainability Organization

Studies from (Nicholson &; Kurucz, 2019);(Syahda & Handoyo, 2022);(Fry &; Egel, 2021);(Sanchez-Carrillo et al., 2021)(Nicholson & Kurucz, 2019)(Nicholson & Kurucz, 2019)(Nicholson & Kurucz, 2019)(Nicholson & Kurucz, 2019)(Nicholson & Kurucz, 2019);(Jumawan & Widjaja, 2023) with research results from the scientific article above with the results of an influence between Leadership and Sustainability Organization.

6. Influence of Motivation with Sustainability Organization

Studies from (Grunert et al., 2014);(Prasetiyo et al., 2021);(Lorincová et al., 2019);(Grunert et al., 2014)(Grunert et al., 2014)(Grunert et al., 2014)(Grunert et al., 2014)(Grunert et al., 2014)(Grunert et al., 2014)(Grunert et al., 2014)(Grunert et al., 2014) with research results between Motivation and Sustainability variables have a positive influence. With the distinguishing variable in this study bussines process.

CONCLUSION AND RECOMMENDATION

From the results of the six descriptions above to prove from several variables to see there is an influence in this study, there is only one scientific article from (Jansen & Pfeifer, 2017) with the results that not all competencies are equally related to productivity, besides that all variables from the review of scientific articles found by researchers have a positive and significant influence by using qualitative research methods and Quantitative.

The recommendation in this study that researchers hope that in the future researchers hope that other researchers continue to conduct research with the same variables with different objects, and existing research methods, the distinguishing variables of this scientific article research to be used in future research are business process, effective service delivery, human resource from resilience engineering, HSE, ergonomics perspectives, Compensation, and exporting.

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