



# A Conceptual Paper of Factors Impacting Employees' Productivity

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**Abstract.** Employees' productivity is not an unfamiliar topic in organizations or management. A high effect on employees' productivity certainly influences an organization's goals and objectives. There are a lot of factors that influence employees' productivity. According to previous studies' findings, organizational support impacts employee productivity in the organization. While the progress of technological advancement is also beneficial to the organization and its activities. However, many researchers believe that the work environment has the most significant influence on employee productivity. This research aims to determine the effects of organizational support, technology advancement, and work environment towards employees' productivity by reviewing past research. The article was collected from Scopus, Google Scholar and Elsevier. The result of these three variables is discussed at the end of this study.

**Keywords:** employee productivity · organizational support · technology advancement · work environment

## 1 Introduction

### 1.1 Employee Productivity

Employee productivity is certainly not a new concept in organization and management [1], and it has evolved into a multidimensional concept [2]. Employee productivity is considered the engine of the organization and determines its success of the organization [3]. Reference [4] mentioned that employee productivity is the result of different work performed by management and employees to increase individual productivity. It also includes a cross-industry comparison of input and output [5]. A lot of aspects influenced employees' productivity [6]. This is because increasing levels of employee productivity provide various benefits to both an organization and its employees. For example, higher productivity will result in strong growth in the economy, improved profitability, and more social involvement [7]. Moreover, employee productivity is impacted by a variety of factors to achieve organisational goals. A study by previous researchers shows that employees' productivity is impacted by various factors such as employee management,

flexible work arrangement, organizational support, technology advancement, training and development, as well as work environment [2, 6, 8–10]. Hence, this paper proposes three types of independent variables which are organizational support, technology advancement and work environment factors that influence employees' productivity.

There were a lot of studies that show that organizational support gives an effect on employees' productivity in the organization [11–14]. [13] stated that the productivity of employees will promptly improve if they feel supported and their well-being at work is taken care of. Employees' impression of support will be shattered if any of the structures is lacking [12]. While recent studies show that employees' productivity is most likely affected by technological advancement in organizations [15, 16]. The advancement of technology is important and supportive of the organization and activities that are carried out [17]. Supported by [16] that in recent years, the role of technological advancement as a driver of social, economic, educational, and organizational growth has been increasingly demanded. However, many researchers stated that the factor that gives the most impact towards employees' productivity is the work environment [18–22]. Therefore, this paper aims to review the relationship and effect of three independent variables towards employees' productivity.

## 2 Literature Review

### 2.1 Employees' Productivity

Employees' productivity has been defined by the previous researcher in many ways. Most of the researchers defined employees' productivity as a measurement between input and output [4, 20, 23]. Meanwhile, mass researchers define employees' productivity as a measure of the efficiency of an employee or group of employees in the organization [2, 24–27]. Improving employees' productivity has been one of many organizations' top priorities [24]. This is because increased levels of employee productivity give many benefits to both an organization and its employees. For instance, higher productivity gives benefits in strong economic growth, increased profitability, and an increase in employees' morale [2]. Furthermore, more productive employees are more likely to receive higher pay, better working conditions, and better employment opportunity [28].

Employees' productivity is impacted by various factors. There were a lot of studies show that organizational support gives an effect on employees' productivity in the organization [8, 11, 13]. According to [14], employees' productivity recognised support provided by their organization as an important concept to understanding both employee attitudes and actions. Park and fellow researchers [11] also claim that employees' productivity and performance have important consequences of organizational support by the organization. Employees' productivity considers organizational support and assistance as a key initiative to boost self-esteem when an organization consistently recognises and rewards its employees' contributions [8, 13].

Recent studies show that employees' productivity is most likely affected by technological advancement in organizations [29–32]. Reference [32] stated that employees' productivity was improved by advancement in technology and claims that it helps to increase the efficiency of employees in the organization. Technology advancement gives an important influence on employees' performance as it helps to reduce human error,

increase productivity, and increase the speed of communication [30, 31]. Nevertheless, numerous research on working environments with various backgrounds has generally proven that the work environment affects employee productivity [32–36]. Reference [37] emphasizes that a good work environment provided to employees will enhance the performance and productivity of the employees in the organization.

## 2.2 Organizational Support

Organizational support is defined in many ways by different researchers. Reference [38] defines it as the acknowledgement from the organization that values employee contribution and is concerned about the employees' well-being. Additionally, [12] also defines organizational support as the organization's value on employees' performance and care for employee benefits. Organizational support or known as perceived organizational support relates to employees' perceptions of whether their organization is concerned about their well-being and contributions [11]. Rhoades and Eisenberger released the first evaluation of the perceived organizational support literature in 2002 which included more than 70 pieces of research published between the launch of perceived organizational support in 1986 and 2000. Many scholars and researchers are interested in organizational support since then.

There is a relevant relationship between organizational support and work engagement in addition to increasing employees' productivity as an exchange [11]. Reference [8] assumes that organizational support for employee well-being, as well as salary and benefit equity, is another organizational approach that can improve work engagement and employees' productivity. Reference [14] stated that an increase in employees' perceptions of organizational support will boost employees' productivity and desire to stay with the company. While [13] conceptualize the theories of organizational support into three perceptive that are economic, social and organizational.

According to [38], organizational support is the perception that an organization is a human individual, as well as the activities committed by the organization and employees working for organisational goals. It is conveying the perceptive towards three main bases of organizational support that is 1) support from the organization in terms of rewards, flexibility, etc. 2) support from the supervisor in terms of participation in decision making, motivation etc. 3) support from peer and co-worker in terms of teamwork, engagement, and many more. Previous researchers also found that support from organizations contributes to increasing employees' productivity [6, 39, 40].

Reference [39] stated that the first review of organizational support theories was conducted by [38]. The main categories found in the antecedent are fairness, supervisor support and favourableness of organizational rewards and job conditions. Reference [40] considered having organizational support as a positive element in organizations. Positive outcomes have been classified into three major categories, particularly regarding, (1) employees' subjective well-being such as increased job satisfaction, and reduced burnout, (2) employees' positive orientation toward the organisation and work such as increased affective commitment, work engagement, and (3) employees' desirable behaviours such as increased performance, and reduced absenteeism and turnover.

Organizational support appears to affect a safe work environment. According to [39], organizational support is an important part of building a work environment that

makes employees feel the organization care for their safety and well-being. Reference [8] also stated that organizational support promotes advantages to a work environment to improve employees' productivity by providing flexibility and a calmer workspace. Additionally, technology changes also complement the support from an organization because organizational support needs to provide the tools and equipment for employees.

The support from the organization towards employees will subsequently improve the productivity and performance of employees because of the connection built from many aspects. Hence, organizational support is important in every organization because all of the outcomes of good organizational support led to increasing employees' productivity.

### 2.3 Technology Advancement

Technology advancement occurs at a rapid speed and in a wide range of fields. Nowadays, technology pervades all parts of the working area [16]. Technology allows for a faster, more efficient, and more pleasant experience [17]. As stated by [41], current society used technology to connect people and organizations, and making technological advancements is significant in improving employees' productivity. Reference [32] stated that advances in artificial intelligence, machine learning, and natural user interfaces such as voice recognition are allowing knowledge employees to automate jobs that were previously thought to be impossible or impractical for computers to execute. According to [30], technological advancement may be utilized to ease rather than generate stress in the rising usage of health applications in the workplace and resulting in an increase in productivity. Organizations must adapt the new technologies as they cannot run with old technologies and recent technological advancements increased employees' performance and productivity [31].

Reference [31] studied that organizations that acquire advanced technological tools promptly improve employee productivity, facilitate job duties, improve communication, raise efficiency, and achieve better levels of effectiveness in work management. Reference [42] analysed that the emergence of advanced technology has altered the way jobs are performed. Technology advancement boosted employee performance and productivity while decreasing employee working effort and job completion time.

Reference [43] stated that rapid technological advancement over the past decades has fuelled the demand by organizations to boost employees' productivity. The rapid advancement of technology has forced training and development causing to increase in the productivity of employees in an organization. As supported by [29] state-of-the-art technologies assist organizations in a better position to compete and remain relevant in this technologically advanced era. The acceptance of technological changes and advancement were highly requested to fulfil the productivity of employees. Reference [44] investigated that employees' productivity is influenced by the advancement of technology as it impacts the working system in the organization. A study by [45] stated that technological advancement gives an important influence on employees' productivity as it helps to reduce human error, increase performance, and increase the speed of communication. Many researchers supported that the advancement in technology help improves employees' productivity in the organization [41, 43, 46, 47].

Reference [41] stated that developing countries faced a lot of challenges to improve the productivity of employees. However, the barriers were able to be tackled with the

advancement of technology and the impact of technological advancement is outstanding nowadays [30]. Research by [16] emphasized that modern technology can improve employees' productivity by providing technology-enabled devices and advanced software. According to [47], technological advancement has evolved into a highly effective instrument for generating new business processes that welcome innovation and breakthroughs into new competitive markets. Furthermore, technology has been utilised to manage employees, products, and projects in an organization [46]. For instance, connected devices, big data analytics, cloud computing, and 3D printing are all routinely employed to improve the efficiency and effectiveness of organizational operations.

Reference [10] claimed that employees that adopted technological advancement in an organization obtained the best improvement in productivity. Supported by [25] that technology effects in terms of software advancement and machines-based tasks were smoothed over. Thus, technology is being leveraged to build more participative organizations by enhancing employee performance and productivity.

## 2.4 Work Environment

The work environment is defined as everything that is part of an employee's interaction with the work itself. A connection with co-workers and superiors, organizational culture, room for self-development, and many more could also be stated as work environment [21]. Most research on working environments with such diverse backgrounds has generally proven that the work environment has an effect on employees' productivity [9, 37, 48–50]. Employees' productivity is influenced by the emotional and physical work environment. According to [26], work environment elements can occur in two forms which are the physical component of the work environment and the behavioural component of the work environment.

A physical work environment is defined as a geographical area, such as an office, in which aspects such as air quality, noise level, employees' well-being, and even suitable parking are considered [18, 51]. Reference [52] argues that the physical aspect of the work environment does not give any significant effect towards employees' productivity in an organization due to physical work environment in a small organization has an impact on increasing employee work activities. However, [53] reveal that the physical work environment plays an important role in influencing employee productivity. A comfortable, safe, and healthy work environment will create a positive sense of enthusiasm among the employees, thus, increasing productivity at work by employees [2].

While behavioural work environment is defined based on psychological factors such as employees' engagement, and degree of comfort and also includes safety and health, as well as emergency access [34, 54]. A recent study by [9] stated that work environment and organisational culture must be maintained to enhance employee productivity as the environment influences an employee's willingness to learn new skills and their degree of motivation to work. Besides that, research by [34] investigates that behavioural work environment give a significant impact towards employees' productivity and it is determined by a positive or negative spectrum. On the positive spectrum, cooperative working environments are high-spirited environments with a cultural approach in that the employee and employer have an empathic relationship that encourages an

employee's physical and psychological well-being. Meanwhile on the negative spectrum is the toxic working environment that produces repulsive sensations and causes a result in unpleasant, unfavourable, and diminished employee productivity [19, 34, 54].

According to [25], the working environment has a significant effect towards employees' productivity and is divided into three sub-environment that is 1) the technological environment which refers to devices, facilities and infrastructure, 2) the individual environment which refers to colleagues, leadership and management, and 3) organisational climate that refers to the ability to exchange ideas and information. Additionally, [49] observe the significant effects of the work environment on the decline of employees' discipline and productivity. The result has proven that to improve employees' discipline and productivity, an organization should provide a better working environment for employees. Supported by [53], a positive work environment promotes trust and helps employees to perform at their best and employee emotions might be influenced by their work environment.

Reference [21] stated that the impact of the work environment on employee productivity is also regarded as significant because every employee spends about a third of their time at work. This indicates that the work environment of an organisation is critical to the organization and management. Albeit the working environment may not carry out production operations in an organization, it greatly influences the employees who carry out the production process. All of these elements either physical or behavioural work environment must be considered to guarantee the quality of employees' productivity.

### 3 Findings and Discussion

Based on the findings of the previous analyses, employees could be affected by various factors but those three variables that are organizational support, technology advancement and work environment are highly important for every organization. The factors have been used for a long time and are still considered relevant factors to improve and increase employees' productivity. Organizational support gains a lot of exposure after [38] studied the concept of perceived organizational support and a lot of researchers previously continue to analyse the relevance of organizational support. Reference [12] described the measurement scale and outcomes of perceived organizational support. This indicates that organizational support, technology advancement and work environment give positive relation towards employees' productivity.

Overall, these three variables are vital factors for employees' productivity as they can interrelate between each factor of organizational support, technological advancement and work environment in the organization. The analysis above claimed that organizational support can be related to technological advancement and the work environment [8, 39]. Moreover, technological advancement could provide a technology-based work environment in an organization [16]. Reference [25] claimed that employees' productivity is affected by organizational support and work environment as well as technology in an organization.

This paper investigates the elements and effects of independent variables on employees' productivity and can create strategies to use in the organization. These include recognizing employee achievements and giving support in a certain aspect, providing

a new tool of technology, and building a supportive work environment. Organizational support is an important factor in increasing employee productivity. It can help foster a sense of ownership and commitment, reduce stress and burnout, and create a culture of collaboration and innovation. Besides that, organizations can also use technological advancement nowadays to help increase employees' productivity. Building a supportive work environment is also important for increasing employee productivity. This can be done by fostering a culture of collaboration and open communication. Encouraging employees to work together and share ideas can help them stay motivated and productive. The physical environment is an important aspect to be focused on in every organization. The structure of the office gives a significant effect to help employees improve their productivity.

This research focuses on the effects of organizational support, technology advancement, and work environment towards employees' productivity. However, this research has lacked a review of those variables as a mediator or moderator variables. Furthermore, this research lacked a review of diversified industries as employees in different industries have different needs and feedback. Therefore, future research can collect and summarize the research finding on deeper and narrow concepts for each variable. In a nutshell, employees' productivity is considered a key element in an organization and all factors play a vital role to improve it. This result shows that organizations can use organizational support, technological advancement and work environment to enhance employees' productivity.

## **4 Conclusion**

This research attempt to provide a theoretical background of the concept of independent variables. Although many factors could be considered to affect employees' productivity, these three variables show a highly positive significant effect. The analysis above shows that organizational support, technology advancement and work environment positively affect employees' productivity. The literature gathered from various researchers has investigated the effects and elements in every variable. Our finding contributes to the aspect of strategies in every independent variable that organizations can use to increase employee productivity. Increasing employee productivity can have a significant impact on the success of an organization. Organizations can create an environment where employees are productive and engaged by taking the necessary steps to support and motivate employees. Organizational support covers the relevant outcomes towards employees' productivity when implementing the support in the organization. Technology advancement shows the importance to align with rapid technology nowadays. While the work environment plays a critical factor that needs to be carried out in the organization. In sum, it can be concluded that organizational support, technology advancement, and work environment are important factors to consider to improve employees' productivity.

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