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Analysis of Work Productivity and the Factors Influencing It in Improving Employee Performance

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Abstract
Work productivity is an important aspect of human resource management because it is associated with efficiency, work quality, and the achievement of organizational goals. This study aims to analyze the concept of work productivity, identify the factors that influence it, and examine the role of productivity in improving employee performance. The study employs a qualitative approach using a literature review method by examining relevant scientific journal articles and academic publications. The data are analyzed descriptively and qualitatively by grouping previous research findings into three main themes: work productivity, internal and external influencing factors, and strategies for improving employee performance. The findings indicate that work productivity is related to employees' ability to perform tasks effectively and efficiently while maintaining quality and meeting deadlines. The influencing factors include motivation, competence, skills, work discipline, work environment, compensation, leadership, and the availability of adequate facilities. The review also indicates that the effects of these factors may vary according to organizational characteristics and working conditions. Therefore, improving productivity requires continuous training, a fair reward system, a supportive work environment, effective leadership, and regular performance evaluations. In conclusion, an integrated approach to managing work productivity can help improve employee performance and support the sustainable achievement of organizational goals.

INTRODUCTION

Work productivity is an important aspect of human resource management because it relates to employees' ability to produce work effectively and efficiently. In an organization, productivity is measured not only by the amount of work completed, but must also take into account the quality of work results, timeliness, and the use of available resources. Employees who are able to complete tasks according to organizational standards can contribute to the achievement of the company's goals. Work productivity therefore needs to be a concern of management in developing human resource capability and increasing organizational competitiveness. Good productivity also needs to be supported by a well-directed work system, a clear division of tasks, and employee management that fits the organization's needs.

In practice, work productivity is not formed automatically, but is influenced by various interrelated factors. Internal factors include motivation, competence, skills, experience, discipline, and job satisfaction. External factors include the work environment, leadership, compensation, organizational culture, and opportunities for training and self-development. Wulandari & Lailiyah (2026) found that work motivation, wages, and discipline have a positive effect on the productivity of employees studied at a garment company. These findings show that productivity is related not only to individual ability, but is also influenced by organizational support and the conditions that enable employees to carry out their work optimally.

In addition to productivity, employee performance is also an important indicator for assessing the success of human resource management. Performance refers to the achievement of work based on the responsibilities, targets, and standards set by the organization. Productivity and performance are related, but they do not have exactly the same meaning. Productivity emphasizes the comparison between work results and the resources used, while performance covers task achievement, work quality, responsibility, and work behavior that supports organizational goals. An increase in the amount of work completed does not necessarily indicate improved

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performance if the quality of the results declines or the work does not meet standards. Organizations need to assess productivity and performance in a balanced way so that gains in efficiency remain in line with the quality of work results.

Studies of the factors that influence employee performance also show the importance of management's role in creating supportive working conditions. Kwik & Hia (2026), through a literature review of 30 research articles, identified 23 factors related to employee performance in Indonesia. Work motivation, training, and leadership style were among the factors most often found in the articles they reviewed. These results show that improving performance is not sufficiently achieved by setting targets alone, but also needs to be supported by competency development, work drive, and effective leadership. Even so, the findings of that review need to be understood within the scope of the literature analyzed and should not be assumed to apply equally to every organization.

Based on these problems, a literature review is needed that discusses work productivity in an integrated way with the factors that influence it and its relationship to improved employee performance. This review is important because the discussion of productivity should not focus only on work results, but also needs to consider individual ability, motivation, the conditions of the work environment, leadership support, and the reward system applied by the organization. Through an analysis of previous research, an understanding can be obtained of the factors that are consistently found across various studies, while also identifying that the influence of a factor can differ according to organizational characteristics, type of work, and employee conditions. The results of the review are expected to provide material for organizations to consider in designing more effective and sustainable human resource management strategies.

Based on this description, this article aims to analyze the concept of work productivity and its relationship with employee performance, identify the internal and external factors that influence productivity, and examine strategies that can be applied to improve employee productivity and performance. The research was conducted using a literature review method by examining relevant scientific sources. The results of the review are expected to provide theoretical benefits in enriching the discussion of human resource management and practical benefits as input for organizations in improving the quality of work results, the efficiency of resource use, and the achievement of organizational goals.

RESEARCH METHOD

This study, entitled "Analysis of Work Productivity and the Factors Influencing It in Improving Employee Performance," uses a qualitative approach with a literature review method. This method was chosen because the research aims to review and analyze various theories and previous research findings on work productivity, the factors that influence it, and its relationship to employee performance. The research data come from secondary information obtained through scientific journal articles, academic publications, and other scientific sources relevant to the research topic. A literature study allows the researcher to compare the results of previous research, identify similarities and differences in findings, and build a more comprehensive understanding of the problem under study. Ningsih et al. (2022) explain that the systematic reporting of a literature review needs to describe transparently the process of identifying sources, selecting studies, and synthesizing findings so that the results of the review can be clearly assessed.

Data were collected by searching for scientific articles in academic databases, especially Google Scholar, as well as journal websites that provide publications related to human resource management. The search used keywords such as work productivity, factors influencing productivity, employee performance, work motivation, work environment, work discipline, and employee productivity. The literature was prioritized from publications between 2021 and 2026 so that the discussion reflects relatively up-to-date developments in the field. The articles found were then selected based on the fit of the title, abstract, and content, the clarity of publication identity, and their relevance to the research questions. The search and selection process was arranged in a directed manner by referring to the principle of transparency in literature review reporting discussed by Ningsih et al. (2022).

The literature selection criteria included articles that discuss work productivity or employee performance, describe factors relevant to both concepts, were published within the specified time range, and have verifiable bibliographic information. Conversely, sources that were not relevant to the research focus, had unclear publication information, or merely repeated discussion without contributing to the analysis were not used as main sources. The literature that met the criteria was then examined with attention to the research objectives, the methods used, the variables or factors studied, and the results and conclusions of the research. This selection stage is important so that the discussion does not merely gather opinions from various sources, but also considers the relevance and strength of the information used. Phillips & Barker (2021) emphasize the importance of a search strategy, inclusion criteria, article selection, and critical appraisal in producing an accountable literature review.

The collected data were analyzed using content analysis and descriptive-qualitative synthesis. The analysis was carried out by grouping the literature findings into three main themes, namely the concept of work productivity and its relationship with employee performance, the internal and external factors that influence productivity, and strategies for improving productivity to support employee performance. Each theme was analyzed by comparing findings from various articles, identifying emerging patterns, and explaining differences in results based on the available research context. The results of the analysis were then presented in a systematic

description to answer the research questions and draw conclusions based on the evidence in the literature reviewed. Because this study uses secondary sources, the results are a synthesis of previous research findings and not the result of direct measurement of employees in a particular organization.

DISCUSSION

The Concept of Work Productivity and Its Relationship with Employee Performance

Work productivity is the ability of employees to produce work by making effective and efficient use of the time, energy, skills, and facilities available. In the context of human resource management, productivity is assessed not only by the amount of work successfully completed, but also by the quality of the results, timeliness, and the conformity of the work to organizational standards. Good productivity shows that the resources used are able to produce output that matches the goals that have been set. Productivity measurement therefore needs to consider the balance between the results achieved and the resources used. Uka & Prendi (2021) explain that employee motivation is related to productivity and performance, so the achievement of work results also needs to be understood through the factors that drive employees in carrying out their tasks.

Employee performance has a related meaning, but is not exactly the same as work productivity. Performance refers to the achievement of employees' tasks and responsibilities based on applicable standards, while productivity emphasizes the relationship between work output and the resources used to produce that output. An employee can complete a large amount of work, but does not necessarily show optimal performance if the results do not meet quality standards or contain many errors. Conversely, employees who produce quality work with efficient use of resources can make a positive contribution to the organization. Alqarni et al. (2023), through a literature review on job performance in various organizations, grouped performance into the dimensions of work process and work results. This shows that performance appraisal needs to pay attention to both the process and the results achieved.

In application, work productivity can be analyzed through several indicators relevant to the type of work and the characteristics of the organization. These indicators do not have to be used uniformly in all fields, but can be adapted to the targets and standards that have been set. Some indicators that can be used include:

1. Work quantity, namely the amount of work that can be completed in a certain period.
2. Work quality, namely the level of thoroughness, accuracy, and conformity of the results to standards.
3. Timeliness, namely the ability to complete work according to schedule.
4. Efficient use of resources, namely the ability to produce output with proportional use of time, energy, and facilities.
5. Target achievement, namely the employee's level of success in meeting the work objectives that have been set.

These indicators need to be understood in an integrated way so that productivity assessment emphasizes not only quantity, but also quality and efficiency. The use of appropriate indicators helps the organization identify the parts of the work that are going well and the aspects that still need improvement.

Productivity is also related to motivation and to the conditions that enable employees to achieve optimal work results. Uka & Prendi (2021) found a relationship between employee motivation and company success in the context of their research. However, this relationship does not mean that motivation is the only determinant of productivity. Highly motivated employees still need adequate skills, a clear division of work, supportive equipment, and a conducive work environment. Productivity therefore needs to be understood as the result of an interaction between individual ability and organizational conditions, not merely as the result of employees' personal effort.

Based on this review, work productivity and employee performance can be seen as two mutually supporting aspects in achieving organizational goals. Productivity helps show how efficiently work is produced, while performance appraisal gives a broader picture of the achievement of employees' tasks and responsibilities. Organizations need to combine both aspects in human resource evaluation so that improvements in work results do not sacrifice quality. Good productivity management should thus be directed at achieving realistic targets, improving work quality, and using resources effectively.

Factors Influencing Employee Work Productivity

Work productivity is influenced by internal and external factors that are interrelated. Internal factors come from the characteristics and condition of the individual employee, while external factors relate to the environment and the organization's management system. The results of research by Manik & Turmudhi (2024) show that work motivation, work discipline, and job satisfaction are positively related to the productivity of the employees they studied. Meanwhile, Irfan & Mahargiono (2023) found that work discipline and the work environment have a positive and significant effect on productivity in their study, with motivation as an intervening variable. Both studies show that productivity depends not only on individual ability, but also on the work situation and organizational support. These findings need to be understood in the context of each study and do not automatically apply equally to all companies.

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1. Internal factors

Internal factors relate to the abilities, attitudes, and drive that employees have in carrying out their work. These factors can determine employees' readiness to complete tasks, face obstacles, and maintain work quality. Some important internal factors include:

a. Work motivation. Motivation drives employees to put in effort to achieve job goals. Employees with good work drive tend to be more enthusiastic about completing their responsibilities. However, motivation needs to be supported by clear goals and adequate resources in order to result in increased productivity.

b. Work discipline. Discipline relates to compliance with rules, schedules, procedures, and work responsibilities. Good discipline helps reduce tardiness and irregularity in carrying out work. Septiady & Setiadi (2022) examined the relationship between motivation and work discipline and employee productivity at PT Sinar Utama Pertama, while Saepudin et al. (2024) examined motivation and work discipline among employees of Bakso Sentul Sukaraja Bogor. Both studies are relevant for understanding the role of work behavior factors in productivity.

c. Competence and skills. Competence includes the knowledge, skills, and abilities needed to carry out tasks. Employees who understand work procedures and master appropriate skills can complete work more accurately and reduce errors. The fit between employees' abilities and job demands is therefore an important consideration in productivity management.

d. Job satisfaction. Job satisfaction relates to employees' assessment of their work and the conditions they experience. Employees who feel treated fairly and receive adequate support can show a more positive work attitude. Research by Saepudin et al. (2024) places job satisfaction, together with motivation and discipline, among the factors studied in relation to productivity.

These internal factors do not stand alone. High motivation, for example, does not necessarily produce good work if employees' skills are not yet adequate. Likewise, good skills do not always produce optimal productivity if employees lack discipline or the drive to achieve targets. Organizations therefore need to understand employees' conditions as a whole and not focus on only one factor.

2. External factors

External factors are conditions outside the individual that can support or hinder the execution of work. These factors are important because employees need an environment, facilities, and organizational systems that enable them to work effectively. Umami & Hidayati (2024) examined the effect of work discipline, the physical work environment, and motivation on the productivity of employees of Koperasi XYZ. That study reported that all three factors studied had a significant effect on productivity. This finding shows that productivity management needs to pay attention to the conditions of the workplace as well as employees' behavior and drive. External factors that can influence work productivity include the following.

a. Work environment. A safe, comfortable, clean work environment that supports communication can help employees concentrate on completing tasks. Conversely, noise, inadequate facilities, and disharmonious working relationships can hinder the smooth running of work. Eoudiana et al. (2024) examined motivation, discipline, and the work environment in relation to the productivity of employees of PT Ajidharma Corporindo. Their results show a significant effect of all three factors on productivity in the object studied.

b. Leadership. Leaders play a role in giving direction, setting priorities, solving problems, and building communication with employees. Clear and supportive leadership can help employees understand their targets and responsibilities. Conversely, inconsistent instructions can cause confusion and slow down the completion of work.

c. Compensation and rewards. Wages, allowances, bonuses, and recognition of achievements can encourage employees to maintain the quality of their work. Compensation needs to be adjusted to responsibilities, workload, and organizational policy. However, financial rewards cannot replace the need for a good work environment, development opportunities, and a fair division of tasks.

d. Training and development. Training helps employees improve their skills and adapt to job demands. Rahmansyah et al. (2024) examined training, motivation, and work discipline in relation to employee productivity. That study is relevant for positioning competency development as one aspect to consider when organizations design efforts to improve productivity.

e. Work facilities and technology. Adequate equipment and appropriate technology can help speed up work processes, reduce repetitive work, and improve the accuracy of information processing. However, new technology will only provide benefits if employees receive appropriate training and the organization has clear usage procedures.

These external factors show that responsibility for improving productivity does not rest entirely on employees. Organizations need to provide supportive working conditions, build a fair reward system, and ensure that facilities and training match job needs. Productivity can thus be improved through cooperation between individual readiness and the quality of organizational management.

Based on the literature synthesis, the factors that influence productivity need to be managed in an integrated way. Organizations should not merely increase discipline or provide incentives, but also need to evaluate competence, working conditions, leadership, and the adequacy of facilities. The influence of each factor can differ based on the type of work, employee characteristics, and organizational situation. Managerial decisions should

therefore be based on an evaluation of actual conditions in the workplace, not on the assumption that one strategy will always give the same results in all circumstances.

The Role of Work Productivity in Improving Employee Performance

Work productivity plays a role in supporting improved performance because it relates to employees' ability to produce work according to targets and use resources efficiently. When employees are able to complete tasks accurately, errors can be controlled and working time is used optimally, so the achievement of organizational goals becomes more focused. Even so, this relationship cannot be understood as automatic. Performance is also influenced by clarity of responsibilities, professional ability, team coordination, and the conditions that enable employees to carry out their work. Productivity therefore needs to be positioned as one element that contributes to performance, not as the only measure of employee success.

Productivity can also support performance through the efficient use of time and resources. Employees who understand work procedures, are able to set priorities, and have appropriate skills can reduce repetitive work and minimize waste. However, efficiency that is oriented only toward speed has the potential to lower quality if not accompanied by supervision and clear standards. Organizations therefore need to measure target achievement together with thoroughness, accuracy, and compliance with procedures. The research of Ristanti & Febriyanto (2022), which found a simultaneous relationship of motivation, work stress, compensation, and the work environment with productivity, reinforces the importance of considering working conditions when evaluating the results employees achieve.

The relationship between productivity and performance also needs to be analyzed with attention to differences in research results. Marizka et al. (2025), in research on work discipline and compensation in relation to the productivity of employees of PT Ilham Jaya Lestari with motivation as a moderating variable, reported a positive and significant effect of discipline and compensation on productivity. That study used a quantitative approach with 112 respondents. This result shows that the factors that support productivity may be emphasized differently depending on organizational conditions. In practice, organizations need to assess the factors most relevant to the performance problems they face, rather than simply following the practices used by other organizations.

Based on this review, improved productivity can support performance if followed by quality management, evaluation of results, and adequate organizational support. Management needs to avoid setting targets that are too high without considering employees' capacity, because such conditions can create work pressure and potentially disrupt the quality of results. Conversely, measurable targets, a clear division of work, and constructive feedback can help employees understand the standards to be achieved. Sustainable productivity is thus not merely producing a large amount of work, but producing work that is of good quality, timely, and in line with organizational goals.

CONCLUSION

Based on the results of the literature review on work productivity and the factors that influence it in improving employee performance, it can be concluded that work productivity is an important aspect in supporting the achievement of organizational goals. Productivity is determined not only by the amount of work that can be completed, but also by the quality of work results, timeliness, and the efficient use of resources. Productivity is related to employee performance, but the two are not exactly the same. Performance also includes the achievement of responsibilities, the quality of task execution, and the ability to meet organizational standards. Productivity and performance assessments therefore need to be carried out in a balanced way so that an increase in the amount of work is still accompanied by good quality results.

The results of the review also show that work productivity is influenced by internal and external factors that are interrelated. Internal factors include motivation, competence, skills, experience, and work discipline, while external factors include the work environment, compensation, leadership, facilities, and organizational culture. Various previous studies show that the influence of these factors can differ according to the conditions and characteristics of the organization. Improving productivity is thus not sufficiently achieved through supervision or target setting alone, but needs to be supported by continuous training, a fair reward system, a conducive work environment, effective leadership, and regular performance evaluation. Applying an integrated strategy that fits employees' needs is expected to improve productivity sustainably, improve the quality of performance, and help organizations achieve their goals more effectively and efficiently.

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