

Factors That Affect Employees' Productivity: Basis for Productivity Improvement

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Abstract— This study was conducted in order to determine the factors that could possibly affect the productivity. It was found out that the productivity is higher among employees is there is human capital development program which includes trainings and seminars, encouragement to participate in regional, national, and international training/seminars, and skills enhancement. Descriptive Correlational method was used in this study because of its appropriateness to the problem. It was also found out that factors that affecting employees' productivity like environment, technology, motivation, attitude, workplace, and job satisfaction have a negligible effect.

Keywords— Employees Productivity, Job Satisfaction, Training and Development, Workplace environment, Technology Advancement and Skills, Motivation, and Attitude towards Work.

INTRODUCTION

Every business or unit of government aims for giving quality services that would satisfy the needs of their people. And with this their employees are subjects for being well-trained, skilled, efficient, effective, responsible and productive for them to attain their objectives. Employees are giving high regard in every institution as they are the one who will make the goal come true and the reflection of the institution as well.

The performance of an employee is measured actually by the output that the individual produces and it is related to productivity.

Employees' productivity is known as an assessment of the efficiency of worker or group of workers. This assessment is being undertaken to measure or assess the performance of every employee of an institution. Being productive does not come all the way in such easy way. There are lots of stressors, factors, challenges and problems that they need to cope up to be productive.

According to some researchers and practitioners, the factors that may affect the performance of employees at workplace are the exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over spell.

The variables that are determined to affect the performance at work place include manager's attitude, organizational culture, personal problems, and job content and financial rewards (Rashid Saeed, et. al. 2013).

Those factors presented above are not only the factors being experienced or faced by the employees. According to other researchers, there are still other factors that affect the productivity of the employees such as salary (Pizzini, et. al., 2007), stress (Kress, et. al., 2006), motivation and job satisfaction (Wang, 2011), and training and development (Sultana, 2013).

For better performance or productivity, the department heads or the company heads must not neglect the factors that affect their employees' performance.

With the different studies and researches presented above the researchers came up with a decision of conducting a study that would determine the possible factors that affects the employees' productivity.

Statement of the Problem

This study aimed to determine the factors that affect the employees' productivity in the Local Government Unit of Brooke's Point. Specifically, it sought answers to the following questions:

1. What is the level of productivity of the employees of Local Government Unit of municipality of Brooke's Point?
2. How do the productivity of the employees of Local Government Unit of Brooke's Point affected by the following factors:?
 - a. Training and Development;
 - b. Workplace Environment;
 - c. Technology Advancement and Skills;
 - d. Motivation;
 - e. Attitude towards work; and

- f. Job satisfaction.
3. Is there a significant relationship between the productivity of the employees and the factors that could possibly affect the productivity?

Significance of the Study

The result of this research will be beneficial to the HR personnel, to the employers, to the employees and to the students who will undergo similar researches and also to the researcher themselves.

The findings of this study will provide the HR personnel the vital information regarding the factors that affect the employees’ performance or productivity in their work. It can also be used as a source of information to create new strategies in dealing with the different factors affecting the performance or productivity of the employees.

This study will help employers on how to decide certain rules and regulations to avoid the low performance or productivity of the employees and will also help employers determine the factors affecting the productivity of the employees and knowing it will help employers to determine what they should consider in terms of workplace environment and benefits given.

- To the employees this study will be beneficial in terms of determining factors which affect their performance. This will help them how to deal with it and boost their productivity.
- To the other researchers who would undertake similar studies this research can serve as their guide or reference.
- To the researchers themselves, this study will give them answers regarding their curiosity on what aspects affect the performance or productivity of an employee. This study will provide them information on how to deal with those factors for

them to be able to be productive on their chosen career when the right time comes.

METHODOLOGY

The descriptive-correlational research method was used in this study because of its appropriateness to the problem. Likewise, correlational method was also used because this study determined the relationship between the two variables, productivity and the factors considered in this study. This study utilized all of the one hundred and two (102) employees of the different departments in the Local Government Unit (LGU) of Brooke’s Point. Survey questionnaires as the key instruments in gathering the data. It was developed in order to find out further if the specific factor really affects the employees’ productivity.

To gather data on the productivity of the employees of Local Government Unit – Brooke’s Point, the writer prepared a set of five (5) statements to measure the productivity as well as 5 statements also for each factor presented in this study. Each statement represents a corresponding scale from 1 to 5, one being the lowest scale and 5 as the highest. The department heads rated their respective employees. The statistical tools that the writer utilized in gathering, interpreting and analyzing data are the frequency distribution, mean, standard deviation, and Pearson (r).

RESULTS AND DISCUSSION

Level of Productivity of the Local Government Unit Employees

Productivity is highly expected from each employee of all the offices may it be private or government agency. Being productive is a big contribution for the success of the agency or even an organization and it could also be a basis for promotion of an employee. Table 1 below presents the level of productivity of the employees from LGU Brooke’s Point.

Table 1: Level of Productivity of the Employees of LGU-Brooke’s Point

Statements	Rating	F	%	Rank	Remarks
Rapid worker; unusually big producer; has met 125% or more of his commitments.	5	37	36.28	2	Very Productive
Turns out good volume; is able to reach at least 120% but short of 125% performance.	4	46	45.10	1	Productive
Turns out average volume; able to reach 100% of targets.	3	16	15.69	3	Moderately Productive
Volume below average; able to reach at least 75% of targets.	2	2	1.96	4	Less Productive
Very slow worker; has met less than 75% of his targets.	1	1	0.98	5	Unproductive
GRAND MEAN		n=102		4.14	High Productivity

Legend: Grand Mean Interpretation (level of productivity)

- 4.51 – 5.00 Very High
- 3.51 – 4.50 High
- 2.51 – 3.50 Average
- 1.51 – 2.50 Below Average
- 1.00 – 1.50 Low

Table 1 above shows that almost half (45.1%) of the employees of the Local Government Unit of Brooke’s Point have a rating of four (4) or turn out to produce a good volume or able to reach at least 120% of their commitments but short of 125% performance, which means that they are productive enough in their own work. More than a third (36.28%) of the employees are very productive (rating of 5) which are considered as rapid workers, usually big producers, and met 125% or more of their commitments. The rest of the employees are moderately productive to less productive except for one who is unproductive (a rating of 1) and is considered as very slow worker who only met less than 75% of his targets. On the average, the level of productivity of the employees is “high” ($\mu = 4.14$) which implies that they are highly productive.

Factors that Affect the Productivity of the Employees

There are factors that could possibly affect the productivity of an employee and this study deals with the factors that affect their productivity. Factors considered in this study are training and development, workplace environment, technology and advancement, motivations, attitude towards work and job satisfaction. Table 2a in the next page shows how the productivity of the employees is affected by training and development.

A. Training and Development

It can be gleaned from Table 2a that on the average ($\mu = 4.12$), training and development “affects” the productivity of the employees. The dispersion of the scores is quite low (0.71) which means that the scores are closely associated.

Table 2a: Training and Development

Items	Mean	SD	Rank
Employee development is being promoted by the organization.	4.22	0.71	1
Training and seminars are sponsored by the LGU to give chances for the employees to improve their productivity.	4.21	0.68	2
Every employee is being encouraged to participate in Regional, National or even International training or seminar.	3.95	0.76	5
Employees are being encouraged to enroll in post graduate studies for personnel-development.	4.06	0.74	4
Competent and skilled trainers and speakers are being invited by the organization to share their expertise for skills development.	4.15	0.67	3
GRAND MEAN / SD	4.12	0.71	

Legend: Item Mean Interpretation: Grand Mean Interpretation:

- | | |
|-------------------------------|--------------------------------|
| 4.51 – 5.00 Strongly Agree | Strongly Affect Productivity |
| 3.51 – 4.50 Agree | Affect Productivity |
| 2.51 – 3.50 Moderately Agree | Moderately Affect Productivity |
| 1.51 – 2.50 Disagree | Slightly Affect Productivity |
| 1.00 – 1.50 Strongly Disagree | Never affect Productivity |

Looking at the item mean, the respondents “agree” that employees’ development is being promoted, trainings and seminar are sponsored to improve employees’ productivity, everyone is being encouraged to participate in regional, national and international training/seminars, every employee is also encouraged to enroll in post graduate courses for personnel-

development, and lastly, there are competent and skilled trainers being invited by the LGU of Brooke’s Point to share their expertise and skills to everyone.

It implies that if an employee had attended training and seminars, the level of productivity is positively affected.

B. Workplace Environment

Table 2b: Workplace Environment

Statements	Mean	SD	Rank
The workplace is very conducive for effective performance.	4.09	0.75	4
Unity and harmonious relationship is being promoted in the workplace environment.	4.21	0.63	3
There is a good rapport among employees and between employees and department head.	4.24	0.62	2
The workplace is free from disturbances and noise.	3.90	0.71	5
Respect for every member of the organization is being promoted.	4.31	0.60	1
GRAND MEAN	4.15	0.66	

Legend:	Item Mean Interpretation:	Grand Mean Interpretation:
4.51 – 5.00	Strongly Agree	Strongly Affect Productivity
3.51 – 4.50	Agree	Affect Productivity
2.51 – 3.50	Moderately Agree	Moderately Affect Productivity
1.51 – 2.50	Disagree	Slightly Affect Productivity
1.00 – 1.50	Strongly Disagree	Never affect Productivity

Table 2b revealed that the respondents are agreeable that “workplace environment” affects their productivity. It is supported by the grand mean of 4.15 (affect productivity) with a dispersion of scores of 0.66 from the average. Likewise, the respondents agree that the workplace is conducive for a better performance, there is unity, good rapport and harmonious relationship

among the employees, free from disturbances and respect is being promoted which ranks number one in the distribution.

It implies therefore that with a better workplace environment in every office, enhanced productivity can be achieved.

C. Technology Advancement and Skills

Table 2c: Technology Advancement and Skills

Statements	Mean	SD	Rank
Advanced technology is being promoted in our workplace.	4.24	0.63	3
Every employee is being trained on how to utilize modern technologies.	4.06	0.74	4
Advanced technologies make my work easier thus helping me to be more productive.	4.38	0.70	1
Modern technologies help me for my professional development.	4.32	0.68	2
Everyone is being provided with computers and made to have an access with modern technologies.	3.90	0.85	5
GRAND MEAN	4.18	0.72	

Legend:	Item Mean Interpretation:	Grand Mean Interpretation:
4.51 – 5.00	Strongly Agree	Strongly Affect Productivity
3.51 – 4.50	Agree	Affect Productivity
2.51 – 3.50	Moderately Agree	Moderately Affect Productivity
1.51 – 2.50	Disagree	Slightly Affect Productivity
1.00 – 1.50	Strongly Disagree	Never affect Productivity

The grand mean (4.18) revealed that Technology Advancement and Skills “affect” the productivity of the employees as shown in Table 2c. Looking at the item mean, the respondents “agree” that advanced technologies help them to be more productive (rank 1), helped for professional advancement, utilization of these technologies is being promoted, and everyone is being trained and provided with computers.

D. Motivation

Motivation is the primary factor needed by an employee to be productive. From Table 2d, it can be clearly seen that motivation positively affect the productivity of the employees from the local government unit of Brooke’s Point as evidenced from the grand mean of 4.23 with a standard deviation of 0.75 which means that the responses are closely related.

Table 2d: Motivation

Statements	Mean	SD	Rank
Everyone is being involved in planning and opinions are being considered by the department head.	4.31	0.65	1.5
My supervisor awards recognition with a job well done.	4.11	0.77	5
Every department staff members takes part in the decision making process.	4.17	0.76	4
Equal treatment is being practiced by the supervisor.	4.31	0.81	1.5
My work accomplishments are equally and fairly compensated.	4.25	0.75	3
GRAND MEAN	4.23	0.75	

Legend:	Item Mean Interpretation:	Grand Mean Interpretation:
4.51 – 5.00	Strongly Agree	Strongly Affect Productivity
3.51 – 4.50	Agree	Affect Productivity
2.51 – 3.50	Moderately Agree	Moderately Affect Productivity
1.51 – 2.50	Disagree	Slightly Affect Productivity
1.00 – 1.50	Strongly Disagree	Never affect Productivity

All the items that measure the motivation of the employees were all rated as “agree” which means that the respondents are agreeable that motivation is being executed in the workplace to encourage the workers to be productive. The statements such as “everyone is being involved in planning and opinion are being considered” as well as “equal treatment is being practiced” have equal ranks which topped the ranking because the respondents considered these two statement as the most important needed to be more productive. The least in rank is the statement about the award given by

the administrator as recognition for a job well done. It follows that the administrators were not putting much attention to recognition for a job well done.

E. Attitude Towards Work

Attitude towards work could possibly affect the productivity of an employee whether positively or negatively. Positively if the employee produced a volume of work more than what is expected of him, and negatively if he/she produced 75% or less of what is expected of him.

Table 2e: Attitude Towards Work

Statements	Mean	SD	Rank
Display enthusiasm for work.	4.27	0.77	4
I work beyond office hours if needed.	4.35	0.68	1
I accept extra assignments or works aside from my routinely work.	4.30	0.63	3
I look after the welfare of the department or unit.	4.25	0.57	5
Prepares well-written, complete and accurate reports and submits them on time.	4.32	0.63	2
GRAND MEAN / SD	4.30	0.66	

Legend:	Item Mean Interpretation:	Grand Mean Interpretation:
4.51 – 5.00	Strongly Agree	Strongly Affect Productivity
3.51 – 4.50	Agree	Affect Productivity
2.51 – 3.50	Moderately Agree	Moderately Affect Productivity
1.51 – 2.50	Disagree	Slightly Affect Productivity
1.00 – 1.50	Strongly Disagree	Never affect Productivity

Generally, attitude towards work “affects” the productivity of the employees as can be seen from the grand mean of 4.30 (Affect Productivity) and the responses of the respondents are closely related (SD = 0.66) or quite similar. With the item means ranging from 4.25 to 4.35, it can be understood that the respondents “agree” in all the items that measure the variable “attitude towards work” which means that they are enthusiastic towards work and work beyond office hours if needed, accept extra assignments, look after the

welfare of others and submit complete and accurate reports on time.

F – Job Satisfaction

Job satisfaction of an employee makes him more productive since a satisfied individual works properly and comfortably without reluctance. Table 2f below presents how job satisfaction affects productivity of the employees.

Table 2f: Job satisfaction

Statements	Mean	SD	Rank
I am...			
satisfied with the salary, benefits and incentives given by the department/unit/company.	4.01	0.74	5
satisfied with the relationship with my superior.	4.32	0.65	1
satisfied with the interpersonal relationship of each employee.	4.24	0.60	3
satisfied with the behavior and attitudes of the officemates.	4.11	0.67	4
satisfied with the dealings of management of the superior to his/her subordinates.	4.28	0.66	2
GRAND MEAN	4.19	0.66	

Legend:	Item Mean Interpretation:	Grand Mean Interpretation:
4.51 – 5.00	Strongly Agree	Strongly Affect Productivity
3.51 – 4.50	Agree	Affect Productivity
2.51 – 3.50	Moderately Agree	Moderately Affect Productivity
1.51 – 2.50	Disagree	Slightly Affect Productivity
1.00 – 1.50	Strongly Disagree	Never affect Productivity

The respondents are agreeable that job satisfaction affects ($\mu = 4.19$) their productivity because they believed that with a better salary, benefits, incentives, relationship with supervisor, interpersonal relationship, good behavior and attitude of co-workers, and healthy dealings of the supervisor to subordinates will enhance the productivity of the employees.

It implies that supervisors and administrators must provide the needs of the employees to make them satisfied with their job to improve their productivity.

Correlation Between the Level of Productivity of the Employees and the Factors that Affect their Productivity

The different factors presented in Table 2 were observed to have an influence to the productivity of the employees when considered as a group but considering an individual score, the study would like to find out if the factors presented have a relationship with the productivity of an employee. Table 3 presents the correlation between the two variables.

Table 3: Correlation between the level of productivity of the employees and the factors presented (n = 102)

Factors	Level of Productivity (r)	Test of Significance (t)	Critical Value	r2	Significance	Degree of Relationship

Training and Development	0.157	3.03	12.306	0.084	Insignificant	Negligible
Workplace Environment	0.054	1.11	12.306	0.012	Insignificant	Negligible
Technology Advancement and Skills	0.014	0.50	12.306	0.003	Insignificant	Negligible
Motivation	0.062	7.31	12.306	0.348	Insignificant	Moderate
Attitude towards work	-0.101	1.21	12.306	0.014	Insignificant	Negligible
Job Satisfaction	-0.121	-0.60	12.306	0.0004	Insignificant	Negligible

$\alpha = 0.05$ (two-tailed)

It can be gleaned from Table 3 that all the factors presented; training and development, workplace environment, technology advancement and skills, motivation attitude towards work and job satisfaction; have no significant relationship with productivity of the employees when tested at $\alpha = 0.05$ (two-tailed) utilizing the Pearson Product Moment Correlation Coefficient (Pearson r). All the test of significance (t) for all the variables (factors) are greater than the result of Pearson r and that these factors cannot be attributed to productivity of the employees as shown by the adjusted r^2 . Therefore, there are sufficient evidences to “accept” the null hypothesis stating that there is no significant relationship between the factors presented and the productivity of the employees. It implies that when the data will be treated individually and not by group, the factors do not affect the productivity of the employees.

CONCLUSIONS

The following conclusions were derived from the findings of the study:

1. The employees of the Local Government of Brooke’s Point have high level of productivity who are able to reach at least 120% of their commitment but short of 125%.
2. Factors such as training and development, workplace environment, technology advancement, motivation, attitude towards work and job satisfaction affect the productivity of the employees when group ratings are considered.
3. Based from the findings of the individual rating of the respondents, the factors considered in the study have no significant relationship with the productivity of the employees.
4. The hypothesis of the study stating that there is no significant relationship between the factors considered in the study and the productivity of the employees is accepted.

RECOMMENDATIONS

The following recommendations are based from the findings of this study and the conclusions enumerated are the following:

1. It is recommended that the local government unit of Brooke’s Point should do something to provide the needs of the employees so that their productivity will reach to the fullest which is the “very high” level of productivity because they only reach 120% but short 125%.
2. Training and development must be looked into by the local government heads, workplace environment must be improved, technology advancement must be provided, motivation must be continuously done, attitude towards work must be developed, and job satisfaction must be improved so that a very high level of productivity will be attained by the employees since these factors affect the productivity of the employees.
3. A follow up study is recommended be conducted by other researchers to find out why the factors that could possibly affect the productivity of the employees have no significant relationship with the productivity per se when in fact these factors affect the productivity.
4. A study on the relationship between productivity and leadership-related factors is likewise recommended to be conducted to see if these factors have the same effect with the factors presented in this study.

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