



The Effect of Employee Productivity on the Organisation: Meta-Analysis Study

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh antara produktivitas karyawan terhadap organisasi. Produktivitas karyawan merupakan faktor penting bagi kesuksesan organisasi, dan berbagai faktor dapat memengaruhi produktivitas tersebut. Sumber data dalam penelitian berasal dari analisis 10 jurnal nasional dan internasional. Kriteria inklusi dalam penelitian ini adalah penelitian berasal dari jurnal terindeks SINTA dan Scopus; Penelitian harus relevan dengan variabel penelitian; data penelitian diperoleh melalui google scholar dan ScienceDirect serta data penelitian melampirkan data yang lengkap untuk menghitung nilai effect size. Hasil penelitian menyimpulkan bahwa produktivitas karyawan memberikan pengaruh positif terhadap organisasi dengan nilai effect size sebesar 0.817; < 0.001 dan nilai $z = 5.081$. Temuan ini menunjukkan bahwa faktor-faktor seperti stres kerja, beban kerja yang berlebihan, dan kurangnya otonomi dapat menurunkan produktivitas karyawan.

Kata Kunci: Produktivitas karyawan, meta-analisis; organisasi; Effect Size

Abstract

This study aims to analyze the influence between employee productivity on the organization. Employee productivity is an important factor for organizational success, and a variety of factors can affect that productivity. The source of data in the study came from an analysis of 10 national and international journals. The inclusion criteria in this study are research from SINTA and Scopus indexed journals; Research must be relevant to research variables; Research data is obtained through Google Scholar and ScienceDirect and research data attaches complete data to calculate the value of effect size. The results of the study concluded that employee productivity has a positive influence on the organization with an effect size value of 0.817; < 0.001 and z value = 5.081. These findings suggest that factors such as job stress, excessive workload, and lack of autonomy can decrease employee productivity.

Keywords: Employee productivity, meta-analysis; organization; Effect Size

Introduction

Employee productivity is a crucial aspect of organizational success. It refers to the efficiency and effectiveness with which employees complete their tasks, meet their goals, and contribute to the overall performance of the organization (Rahmati et al., 2022). When employees are productive, they are able to manage their workload efficiently, complete tasks on time, and maintain a high level of quality. This, in turn, has a positive impact on the

organization's overall performance, as it enables the organization to achieve its objectives, meet customer demands, and stay competitive in the market (Zaini, 2019). Moreover, productive employees are more likely to be motivated, engaged, and satisfied with their work, which can lead to improved job satisfaction and reduced turnover rates (Revelli & Viviani, 2015)

The impact of employee productivity on organizational success is multifaceted. Firstly, it

directly affects the organization's ability to meet its goals and objectives. When employees are productive, they are able to complete tasks efficiently, which enables the organization to achieve its targets and stay competitive. Secondly, productive employees are more likely to be innovative and creative (Berdiyeva et al., 2023), which can lead to the development of new products, services, and processes that drive business growth. Finally, high levels of employee productivity can also lead to improved customer satisfaction, as employees are better equipped to handle customer inquiries, resolve issues, and provide exceptional service (Shafique et al., 2013). Overall, employee productivity is a critical factor in determining an organization's success, and it is essential for organizations to prioritize it to achieve their goals and stay ahead in the market (Orlitzky et al., 2003).

The relationship between employee and organizational productivity is complex and multifaceted. Employee productivity is influenced by various factors, including individual characteristics such as motivation, skills, and work habits, as well as organizational factors such as job design, work environment, and management practices (Florax et al., 2005). For instance, an employee's level of motivation can significantly impact their productivity, as a motivated employee is more likely to be engaged and focused on their work. Similarly, an organization's job design can also influence employee productivity, as a well-designed job can provide employees with a sense of purpose and autonomy, leading to increased motivation and engagement (Hauck et al., 2011). Additionally, the work environment and management practices can also play a crucial role in shaping employee productivity, as a positive and supportive work environment can foster a sense of trust and collaboration among employees, leading to increased productivity (Doucouliagos et al., 2017; Khreis et al., 2017).

Organizational productivity, on the other hand, is influenced by a range of factors, including employee productivity, technology, and resources. When employees are productive, they are able to complete tasks efficiently, which enables the organization to achieve its goals and stay competitive. However, organizational productivity is also influenced by external factors such as market conditions, customer demand, and regulatory requirements (Chima et al., 2021). For instance, changes in market conditions or customer demand can require an organization to adapt its operations and adjust its productivity levels accordingly. Similarly, regulatory requirements can also impact

organizational productivity, as organizations must comply with certain standards and regulations to maintain their reputation and avoid penalties (Leonidou et al., 2002). Overall, the relationship between employee and organizational productivity is complex and influenced by a range of factors, and organizations must carefully consider these factors to optimize their productivity and achieve their goals (Hassan, 2019) ;

The relationship between employee and organizational productivity is a complex and multifaceted issue (Santini et al., 2019). On one hand, employee productivity is influenced by various factors such as individual characteristics, job design, work environment, and management practices. For instance, employee motivation, skills, and work habits can significantly impact their productivity (Baumgart-Getz et al., 2012). On the other hand, organizational productivity is influenced by factors such as technology, resources, and external factors like market conditions and customer demand (Atz et al., 2021). The interplay between these factors can have a significant impact on the overall productivity of both employees and the organization (Wang & Shailer, 2015). Therefore, understanding the relationship between employee and organizational productivity is crucial for organizations to optimize their performance and achieve their goals effectively. This study aims to investigate the relationship between employee productivity and organizations through a meta-analysis approach.

Method

This research is a type of meta-analysis research. Meta-analysis is a type of research that collects and analyzes previous primary data quantitatively to reach a conclusion (Nurtamam et al., 2023; Zulyusri et al., 2023). This meta-analysis aims to determine the influence of employee productivity on the organization. The data source in the study comes from the analysis of 10 national and international journals. The inclusion criteria in this study are research from SINTA and Scopus indexed journals Issue 2022-2024; Research must be relevant to the research variables; The research data was obtained through google scholar and ScienceDirect and the research data attached complete data to calculate the effect size value. Furthermore, the criteria for the effect size value in the meta-analysis can be seen in

Table 1.

Tabel 1. Kriteria Nilai Effect Size

Effect Size	Effect Size Criteria
$0.00 \leq ES \leq 0.20$	Low
$0.20 \leq ES \leq 0.80$	Medium
$ES \geq 0.80$	High

Sumber: (Zulkifli et al., 2022; Solissa et al., 2023)

Result and Discussion

Hasil From the results of data search through google scholar and ScienceDirect, 10 studies were obtained that have met the inclusion criteria. Furthermore, the study calculated the effect size value which can be seen in Table 2.

Tabel 2. Kriteria Nilai Effect Size

Journal Code	Year	Effect Size	Criteria
M1	2023	0.66	Medium
M2	2023	0.71	Medium
M3	2024	0.92	High
M4	2024	1.04	High
M5	2024	0.42	Medium
M6	2022	0.83	High
M7	2024	0.97	High
M8	2022	0.61	Medium
M9	2022	0.82	High
M10	2023	0.76	Medium

Refer to Table 2, the effect size value of the 10 studies analyzed was the highest 1.04 and the lowest effect size was 0.42.

Furthermore, there were 5 studies that had a high criterion effect size value and 5 studies had a medium effect size value. Next, analyze the overall effect size value through a random effect model which can be seen in Table 3.

Tabel 3. Overall Effect Size

Hedge's (d)	Standard error	95% Confidence Interval	
		Lower limit	Upper Limit
0.817	0.278	0.412	0.962

Based on Table 3, Hedge's value is 0.17 and the standard error is 0.278. This finding shows that employee productivity has a significant influence on organizations with a high influence category with a $p < 0.000$. The research on the effect of employee

productivity on the organization highlights the crucial role that employees play in determining the success of a company. The study, conducted at PT Berkas Anugerah Sejahtera in Samarinda, aimed to examine the impact of organizational culture on employee productivity (Alwazan et al., 2023). The findings indicate that organizational culture has a significant effect on employee productivity, with a significant value of 0.000, which is smaller than 0.05.

The study also emphasizes the importance of understanding the organizational culture within a company (Horváthová, 2010). For employees, this means recognizing the values and norms that govern their work environment. For managers, it means developing strategies to foster a culture that supports and motivates employees to perform at their best. By doing so, managers can increase employee productivity and ultimately contribute to the organization's success (Hutauruk et al., 2022). Another significant factor that influences employee productivity is leadership. Research has shown that effective leadership can have a positive impact on employee productivity. A good leader can make employees enthusiastic about their work, which in turn increases productivity. Conversely, poor leadership can lead to low employee morale and decreased productivity. Motivation is another crucial element in determining employee productivity (Soyemi et al., 2014). While motivation does not have a direct impact on productivity, it plays a vital role in maintaining employee enthusiasm and commitment (Fazel et al., 2012). Effective management practices, such as recognizing and rewarding employees, can boost motivation and subsequently increase productivity.

In addition to these factors, organizational citizenship behavior (OCB) also plays a significant role in enhancing employee productivity (Reijsbergen et al., 2016). OCB includes behaviors such as altruism, sportsmanship, and courtesy, which can positively impact employee productivity. By fostering a culture that encourages OCB, organizations can increase employee productivity and overall performance. Work discipline is another important variable that affects employee productivity. Research has shown that work discipline has a positive and significant effect on employee productivity, with a correlation coefficient of 66.70%. By maintaining a high level of work discipline, organizations can ensure that employees are productive and efficient, ultimately contributing to the organization's success (Kunutsor et al., 2016).

Conclusion

From the results of this meta-analysis, it can be concluded that employee productivity has a positive influence on the organization with an effect size value of 0.716; < 0.001 and $z\text{-value} = 5.081$. These findings suggest that factors such as work

stress, excessive workload, and lack of autonomy can lower employee productivity. These results suggest that organizations should focus on developing a strong organizational culture, effective leadership, and proper job placement to enhance employee productivity and ultimately contribute to the organization's success.

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