

INSTITUTIONAL AGILITY TO TRANSFORM A MORE EFFECTIVE AND EFFICIENT GOVERNMENT ORGANIZATION

Dr. SAMAH MOHAMMED SALEM BAYOMEI

Business Administration Department

King Faisal University

Kingdom of Saudi Arabia

ABSTRACT

Employees are an important part of every business. How they feel about their job and the outcomes of that labor have a direct impact on the organization's stability and performance. Employees must be motivated to participate in the organizational effectiveness process, because without their cooperation and assistance, they may waste a lot of energy. Employee productivity is tied to numerous issues in a competitive global environment that might obstruct a critical component of an organization's success. The study's goals are to find out what factors influence the highest productivity among employees, to see if there is a link between productivity elements and employee work, and to see how incentives effect employees at work and their productivity. Various factors influencing to transform more effective and efficient Government organization are possible correlation between perceived factors in the Insomnia, Health problems, Stress, Workplace environment, personality traits and how they affect employees' productivity. Employees in Government organizations recognize that health issues redressal , overcoming stress, work environment, and personality traits are essential in improving the Organisations productivity and achieving its goals

Key words: Organizational effectiveness, Global environment, Productivity, Efficiency& effectiveness, Personality traits, Stress Work environment

Introduction

Higher levels of employee productivity provide various advantages to an organization. For example, higher productivity seeks to better social progress, appropriate economic growth, and great profitability. In addition, the employees can be more productive can have preferable working conditions, better wages/ salaries, and favorable employment opportunities. Further, more productivity seeks to expand organizational competitive advantage through reduce the cost and improve a high quality of output. All of these benefits made employee productivity be worthy of attention.(hanaysha, 2016) At this way, this study aims to test the factors affect employee productivity in the various organizations to cover presenting gaps.

Employee productivity sometimes mentions to workforce productivity, is an evaluation of the effectiveness of an employee or group of employees. Productivity maybe evaluates the output of a worker in a given period. Usually, the productivity of a given worker will evaluate based on an average for employees doing a similar task. The success of any organization depends on the productivity of its workforce; employee productivity is a serious consideration for businesses.(rouse, 2014) Governments and firms spend a lot on assessing employee's productivity; it has been serious of human

resource management act.(Kephas, 2016). Developing employee productivity, it is the most important goals for different organizations. That because high standard of employee productivity provides several advantages to the employees and organization. For example, higher productivity drive to great profitability, high economic and best social progress.(Hanaysha, 2016)

In addition, an employee who provides more productive can gain appropriate employment opportunities, perfect work conditions, and perfect salaries. Further, higher productivity leads to raise competitive advantage to the organization during reduce the cost and improve quality of output.(Hanaysha, 2016)A decrease in productivity is so concern and can be a signal of a serious issue with employees, equipment, office environment or the organization. It is significant to examine the reason for productivity issues immediately to avoid damage to the department's reputation and loss of revenue possible. Start the operation by the common issue that can affect productivity.(Leviticus, 2017) The smallest of things can cause lower levels of productivity in the workplace. Take note and improve on the little aspects of work habits.Productivity in the workplace is something does not come overnight. The develop process into a culture of doing things.(andycore, 2015)

Problem Statement

Employers should consider investing in labor force participation, according to Markos and Sridevi (2010), because recent research on the area has clearly proven a positive association between labor participation and performance outcomes like as retention and productivity. Employees that participate or participate in their employment are more productive, according to some academics, since they are motivated to accomplish their work regardless of personal concerns. They're also more concentrated than their counterparts who aren't linked. Furthermore, it is expected that working personnel participates in the majority of cases. Employee productivity is a hot topic in management that has gotten a lot of attention from scholars and is seen as a key strategy for achieving organizational success.

The results of this study will enable the organization's managers makers to evaluate the factors impact the employees' productivity. The management will appreciate both positive and negative effects that can influence the productivity of the organization's employees. The result for this study will assist to highlight those factors that have trouble among employee and so it will be great interest to the administration at the Government organizations. It will hope that the outcome of this study worthy; it would enable both the labor union and management to understand how to benefit from different incentive packages to inspire employees to increase and maintain productivity.(forson j. e., 2012)

In addition, this study will help to how productivity can used to eliminate or reduce these problems through the employees of various Government organizations . This will put the management in a better position; they will review a direction and over-direction to management in terms of production staff and thus producing better results by completely utilizing the human resources potentials available. The study will also

enable the researcher to understand and know other reasons that attributed to the productivity of employees in government organization . The researcher will also know the measures that have adapted to improve their working.(forson, joyce essel mc, 2012)

Review of Literature

Output divided by inputs is a popular definition of productivity. There are, however, a variety of steps that can be taken to boost the economy. Total productivity measurements, such as those aggregated for an area, country, or industry, are useful in practice. (2015, Zheltoukhova) One of the most pressing concerns for most businesses is how to boost staff productivity. Employee productivity is a measure of a worker's or a group of workers' efficiency. In terms of actual value, productivity is a factor that has a direct impact on a company's profitability. Productivity can be measured in terms of staff output over a certain time period. In particular, a worker's productivity will be compared to the average for employees performing the same task. They can also be assessed based on the quantity of product or service units available. The calculation or measurement of input and output is known as productivity. Machines, labor, and raw materials are examples of inputs; outputs are the services or items generated. Employees are considered productive if their outputs equal their inputs. Productivity will rise if the same number of employees begin to generate more services or items than in the preceding period, "perhaps due to changing working conditions." Sheahan (2017,)The definition of employee productivity is clearly defined in the preceding discussion. Employee productivity is cited as a crucial predictor of a company's profitability and success. Several studies have proven the importance of employee participation in performance and affirmative action outcomes, albeit there is little empirical data to back up these claims. Participation should also be considered as a fundamental organizational approach, according to the report.

Research Questions

- 1- Can Sleep Deprivation effect to the employee productivity?
- 2- Does employee health affect productivity at work?
- 3- Does stress influence employee productivity?
- 4- What is the impact of the work environment on employee productivity?
- 5- Does the personality traits affect the productivity?

Research objectives

The main goal of this study is to test factors that can influence or effect on employee productivity in the education sector. Particularly, the study tries to:

- Define how productivity can affect to the employee.
- Find any relation between productivity and Sleep Deprivation.
- Determine how health problems can affect productivity at work.
- Examine how stress impact to employee productivity.

- Test how work environment effect to employee productivity.
- Evaluate the effectiveness of personality traits on productivity

Hypothesis

There is a significant relationship between sleep deprivation and employees' productivity.

There is a significant relationship between employees' health and their productivity

There is a significant relationship between stress and employee's productivity.

There is a significant relationship between work environment and employees productivity.

There is a significant relationship between personality traits and employees productivity

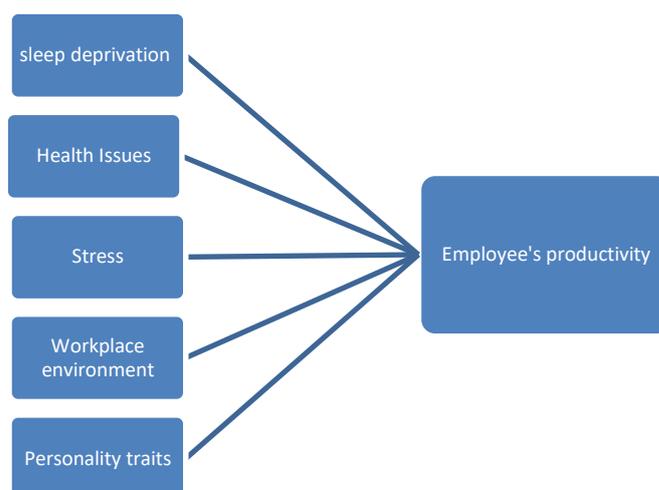
Justification for this research

The findings of this study will allow the organization's decision-makers to assess the elements that influence employee productivity. Both positive and bad effects that can influence the productivity of the organization's personnel will be appreciated by management. The findings of this study will help to identify the elements that cause problems among employees, which will be of significant importance to the organization administration. It is hoped that the study's findings will be worthwhile; they will help both labor unions and management understand how to benefit from various incentive packages in order to motivate employees to grow and maintain productivity. (J. E. Forson, 2012)

Research Framework

Independent Variable

Dependent Variable



1. Sleep Deprivation No.

There is a link between employee productivity and sleep deprivation. Employee Productivity and Sleep Deprivation A review of the literature indicated a discrepancy. The majority of studies show that sleep deprivation of fewer than 5 hours per day has detrimental consequences on behavioral, cognitive, physiological, and emotional variables. It is based on the knowledge that behavioral, cognitive, physiological, and emotional factors have an impact on productivity. As a result, it was hypothesized that partial sleep deprivation and productivity have a negative association. The task log productivity is measured as a percentage of completed tasks each day. Snyder (2003)

2- Employee well-being.

There is a link between employee productivity and their health. Several hypotheses revealed a link between the emergence of health problems as a result of work and absenteeism due to illness. 2013 (Tongoi)

3- Anxiety

There is a link between employee productivity and stress. The results of a prior study confirm that stress levels affect production when supervisor support and financial reward are provided. Impact on the work environment, which has a negative impact on stress, as well as employment uncertainties and personal issues, which have a good impact on stress. Caused a lot of tension in passive functioning and a lot of dissatisfaction. (Ahmad, 2009)

4- Working conditions

There is a link between the work environment and the productivity of employees. The behavioral aspects of the workplace have a greater impact on productivity than the physical aspects. Furthermore, through office layout, the amount of comfort has an impact on the level of employee productivity. (Leblebici, 2012, Impact of Workplace Quality on Employee Productivity: A Case Study of a Turkish Bank.)

5- Personality characteristics

There is a link between employee productivity and personality attributes. Many ideas exist to explain how a worker's many traits affect their productivity. The first is that neuroticism and productivity have a negative relationship. Second, there is a connection between extroversion and productivity. Third, productivity and receptivity to new experiences have a favorable and meaningful link. Fourth, productivity and agreeableness have a good and substantial link. Fifth, productivity and conscientiousness have a favorable and meaningful relationship. Personality qualities have an impact on productivity. 2016 (Molae)

Research Methodology

The research design chosen for this study is descriptive research, which aims to describe employee productivity. The goal of descriptive research is to describe,

explain, and validate a hypothesis or goal in the context of employee productivity. Descriptive research surveys are a type of descriptive research. Employees from various Saudi government agencies' administrative personnel, managers, and all administrative staffs were considered as sample. The sample design utilized is non-probability sampling, which does not offer everyone an equal chance. Convenience Sampling technique is used in this study. 116 Samples were considered for the study. Structured questionnaire was used to collect primary data from the respondents. The questionnaire has 29 questions, divides in five sections. These sections focus on a sleep deprivation, health issues, stress, workplace environment, and personality traits

Analysis & Interpretation

Hypothesis 1

There is a significant relationship between sleep deprivation and employees' productivity

63.79% of participants found that there is no relationship between sleep deprivation and productivity. That 63.79 % either disagreed or strongly disagreed that the sleep deprivation directly affecting their productivity. Only 26.51% who as agree or strongly agreed to this affecting.

The statistical results of the equation indicated the significance of the estimated model

As part of the analysis, we took the age, income, and education versus productivity factors, and found the following result

Statement		The equation	F	R ²
Sleep Deprivation	Age	$Y_1 = 3.50 + 0.14 X_1$ (17.08) (1.43)	2.05**	0.0044
	Income	$Y_1 = 1.85 + 0.107 X_2$ (22.44)** (4.91)*	24.11**	0.033
	Education	$Y_1 = 1.17 + 0.46 X_3$ (11.76)** (11.23)**	126.09**	0.15

Where the value of the age at F 2.05 and R² 0.004, which means that about 0.4% of the changes in sleep deprivation due to the age level. The positive effect of sleep deprivation level also shown, one to increase the variable by 0.14. Where the value of income at F 24.11 and R² 0.033, which means that about 3.3% of the changes in sleep deprivation are due to the level of income. The positive effect of the income level also shown, One to increase the variable by 0.107. Also, the value of education at F 126.09 and R² 0.15 which means that about 15% of the changes in sleep deprivation are due

to the level of education. The positive effect of the education level also shown, One to increase the variable by 0.46.

Age group from 30-40 was the one that strongly disagreed, that there is a relationship between sleep deprivation and productivity. In addition, employees with an income more than 8000 were the highest strongly disagreed. In addition, employees with a bachelor degree were the highest strongly disagreed. The highest numbers and the highest percentage 63.79% suggest there is no relationship between sleep deprivation and productivity, therefore we reject hypothesis one

Hypothesis 2

There is a significant relationship between employees' health and their productivity

After taking the mean of all responses in the survey, the below result and relationship was found

Measure	
Mean	
Percentage of effect	62.56%

As shown in the table 62.56% of participants found that there is a relationship between health and productivity. 62.56% either agreed or strongly agreed that the health directly affecting their productivity. As part of the analysis, we took the age, income, and education versus productivity factors, and found the following result

Statement		The equation	F	R ²
Health Issues	Age	$Y_1 = 2.55 + -0.014 X_1$ (13.38)** (0.16)-	0.026-	0.00003
	Income	$Y_1 = 1.87 + 0.18 X_2$ (11.97)** (4.45)*	19.78**	0.027
	Education	$Y_1 = 2.44 - 0.007 X_3$ (13.31)** (-0.09)-	0.008-	0.0001

The statistical results of the equation indicates the significance of the estimated model.

Where the value of the age at F 0.026 - and R² 0.00003, which means that about 0.003% of the changes in health issues due to the age level. Which means there is no effect from age to the health. Where the value of income at F 19.78 and R² 0.027,

which means that about 2.7% of the changes in health issues are due to the level of income. The positive effect of the income level also shown one to increase the variable by 0.18. Also, the value of education at F 0.008 and R² 0.0001 which means that about .01% of the changes in health issues are due to the level of education. Which means there is no effect from education to the health issues. The age group 30-40 scored the highest in finding a strong relationship between health issues and productivity. For employees with income more than 8000, they strongly agreed positively with the relationship, as well as employees have a bachelor's degree they strongly agreed. The graph confirms that there is a relationship between health issues and productivity, therefore, we accept hypothesis two.

57.61% of responses agree or strongly agree that stress affects their productivity. Since the percentage is higher than 50% that states that the relationship exists, it might not be as strong as the other productivity factor. However, 57.61% is strong enough to suggest the relationship exists.

Hypothesis :3

There is a significant relationship between stress and employee's productivity

As part of the analysis, we took the age, income, and education versus productivity factors, and found the following result

Statement		The equation	F	R ²
Health Issues	Age	Y ₁ = 2.45+ 0.015 X ₁ (16.24)** (0.20)*	0.00005	0.04
	Income	Y ₁ = 2.46+ 0.001 X ₂ (19.63)** (0.05)	0.002	0.004
	Education	Y ₁ = 2.38+ 0.04 X ₃ (14.77)** (0.60)	0.36	0.0005

The statistical results of the equation indicates the significance of the estimated model. Where the value of the age at F 0.00005 and R² 0.04, which means that about 4% of the changes in stress due to the age level. The positive effect of stress level also shown one to increase the variable by 0.015. Where the value of income at F 0.002- and R² 0.004, which means there is no effect from income to the stress. Also, the value of education at F 0.36 and R² 0.0005, which means there is no effect from education to the stress.

Hypothesis 4

There is a significant relationship between work environment and employees productivity.

61.78% of participants found a relationship between work environment and productivity. However, the percentage is strongly enough to positive state the relationship between the work environment and productivity.

As part of the analysis, we took the age, income, and education versus productivity factors, and found the following result

Statement		The equation	F	R ²
Health Issues	Age	$Y_1 = 2.37 + 0.038 X_1$ (14.69)** (0.49)*	0.0003**	0.24
	Income	$Y_1 = 2.40 + 0.008 X_2$ (17.94)** (0.23)-	0.054-	0.0007
	Education	$Y_1 = 2.32 + 0.05 X_3$ (13.46)** (0.72)-	0.52-	0.0007

The statistical results of the equation indicates the significance of the estimated model.

Where the value of the age at F 0.0003 and R² 0.24, which means that about 24% of the changes in the work environment due to the age level. The positive effect of work environment level also shown one to increase the variable by 0.038. Where the value of income at F 0.054- and R² 0.0007, which means there is no effect from income to the stress. Also, the value of education at F 0.52- and R² 0.0007, which means there is no effect from income to the stress.

Hypothesis 5:

There is a significant relationship between personality traits and employees productivity

There is a significant relationship between personality traits and employees productivity.

Measure	
Mean	
Percentage of effect	63.22%

After taking the mean of responses that agreed or strongly agreed we found that there is a relationship between personality traits and productivity, it found 63.22% of participants strongly agreed or just agreed that there is a relationship between

personality traits and productivity. As part of the analysis, we took the age, income, and education versus productivity factors, and found the following result

Statement		The equation	F	R ²
Health Issues	Age	$Y_1 = 2.24 + 0.006 X_1$ (15.45)** (0.091)*	0.0084**	0.00001
	Income	$Y_1 = 2.63 + 0.32 X_2$ (15.66)** (7.34)**	53.94**	0.104
	Education	$Y_1 = 1.18 + 0.19 X_3$ (11.75)** (2.98)*	8.93**	0.127

The statistical results of the equation indicates the significance of the estimated model.

Where the value of the age at F 0.0084 and R² 0.00001, which means that about 0.001% of the changes in personality traits due to the age level. The positive effect of personality traits level also shown one to increase the variable by 0.006. Where the value of income at F 53.94 and R² 0.104, which means that about 10.4% of the changes in personality traits are due to the level of income. The positive effect of the income level also shown one to increase the variable by 0.32. Also, the value of education at F 18.93 and R² 0.127 which means that about 12.7% of the changes in personality traits are due to the level of education. The positive effect of the education level also shown one to increase the variable by 0.19.

Discussion

As it has studied in the section above and after analyzing the data using SPSS and Excel, it is clear to say that there is a relationship between health issues, stress, workplace environment, and personality traits to productivity. We accept four hypotheses and reject the first one "sleep desperation". As a percentage, ranking the most important: personality traits, health issues, workplace environment, and finally, stress with percentage scoring 57.61%. Moreover, we reject sleep deprivation that has a scoring record of 26.51%; it has a small percentage that means that not affecting productivity. Human resources management is extremely important because it is an indicator of how effective the entire organization. According to the Saudi vision 2030, King Salman bin Abdul-Aziz Al-Saud approved to launch "King Salman Program for Human Resources Development" to increase human resource productivity, develop their functional abilities, and preparing the leaders. The goals of the program: raising the performance quality and work productivity of government employee, setting clear procedures and policies to apply the HR concept, developing the work environment, and preparing and building a second line of leaders. In line with Saudi vision 2030, the study was done and it has the expectation and to expect the finding. However, the Organizations should focus on health issues, stress, work environment, and personality traits. It is an important finding for all these four factors, as the study

confirmed their impact on productivity in 62.56% for the health issues, 57.61% for the stress, 61.78% for the work environment, and 63.22% for the personality traits. Research data has confirmed hypothesis two, three, four, five. In addition, and reject hypothesis one.

- It found the sleep deprivations had very little effect on productivity, which led to reject the hypothesis.
- The findings support several previous conclusions, that health problems have adverse effects on productivity at work and should, therefore, be considered as an important risk factor for productivity and hence the main focus of health interventions (in the workplace).
- There is evidence that a number of employees have been reported to be under stress. Employees whose jobs expectations are in contradiction with each other and whose roles are vaguely bound by frustration and tension that leads to a lack of productivity.
- There should be a match between employees and their work environment because there are employees who have indicated the impact of work environment on their productivity.
- The finding of personality traits are consistent with previous survey studies and indicate that at least part of the personality impact has an influence on works through productivity.

Conclusion

The study covered the perceptions of employees about the effects of sleep deprivation, health issues, stress, work environment and personality traits related to productivity. More visualization details maybe revealed through studies in other areas such as culture, employee commitment, leadership, etc. Future research can also carry out a similar study to this with other organisations in GCC, to find out whether similar results will obtain in terms of determining the implication of adequate factors affecting employees to other organizations

Acknowledgement

This work was supported through the Annual Funding track by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Project No.AN000652]

References

- Ahmad, S. I. (2009). Impact Of Stress On Employee Productivity, Performance And Turnover; An Important Managerial Issue. International Review of Business Research Papers.
- Andycore. (2015). top reasons for low levels of productivity in the workplace. Retrieved from andycore: <http://andycore.com/top-reasons-levels-productivity-workplace/>

- brem. (2013). an historical perspective on labor productivity in the modern era. electronic theses and dissertations.
- Brian, G. (2017). On-the-Job Productivity Losses Among Employees With Health Problems: The Role of Work Accommodations. Occupational and Environmental Medicine.
- Denham, D. T. (2010). The 10 Most Important Personality Traits for Career Success. Retrieved from timesunion: <https://blog.timesunion.com/careers/the-10-most-important-personality-traits-for-career-success/633/>
- dwamena, m. A. (2012). stress and its effect on employees productivity. Ghana.
- forson. (2012). Impact of motivation on the productivity of employees at Ghana. Ghana: Kwame Nkrumah University.
- forson, j. e. (2012). impact of motivation on the productivity of employees. Kwame Nkrumah University.
- Gardner, B. T. (2016). Comparison of Employer Productivity Metrics to Lost Productivity .
- Hanaysha. (2016). Improving employee productivity through work engagement Evidence from higher education sector. International Journal of industrial engineering computations.
- Hanaysha, j. (2016). improving employee productivity through work. international journal of industrial engineering computations.
- Hansika & Amarathunga . (2016). Impact of Office Design on Employees' Productivity; a Case Study of Banking Organizations of North Western Province in Sri Lanka. International Conference on Business Management.
- Kessler, R. C. (2011). Insomnia and the Performance of US Workers: Results from the America Insomnia Survey. pmc.
- Leblebici, D. (2012). impact of workplace quality on employees productivity case study of a bank in Turkey. Journal of Business, Economics & Finance.
- Leblebici, D. (2012). impact of workplace quality on employees productivity. Journal of Business, Economics & Finance.
- Leviticus, J. (2017, July 5). TOP PROBLEMS THAT AFFECT EMPLOYEE PRODUCTIVITY. Retrieved from careertrend: <https://careertrend.com/top-problems-affect-employee-productivity-13627.html>
- Lucas, E. D. (2018). Personality Traits. Retrieved from noba: <http://nobaproject.com/modules/personality-traits#abstract>
- Molaei, J. B.-S.-S.-V. (2016). Studying the impact of personality traits with productivity in Tejarat Bank employees in Western Azerbaijan province. International Academic Journal of Business Management.
- Nakata, A. (2011). Effects of long work hours and poor sleep characteristics on workplace injury among

- Peters, J. (2013). The Importance of a Positive Working Environment. Retrieved from business chief: <https://anz.businesschief.com/leadership/143/The-Importance-of-a-Positive-Working-Environment>
- pinto, t. (2016). The Importance Of Sleep For Working Productively. peakon.
- reaser. (2013). employee motivation and organizational performance. Bucharest University of Economi.
- Richmond. (2012). ccohs. Retrieved from Workplace Stress - General: <http://www.ccohs.ca/oshanswers/psychosocial/stress.html>
- rosekind, m. r. (2010). the cost of poor sleep: workplace productivity loss and associated costs. original articale.
- rouse, m. (2014, july). employee productivity. Retrieved from whatis.techtarget: <http://whatis.techtarget.com/definition/employee-productivity>
- RWolfeld, L. (2010). Effects of office layout on job satisfaction, productivity and organizational commitment as transmitted through face-to-face interactions. colonial academic alliance undergraduate research journal.
- sacm. (2006). educational system in saudi arabia. Retrieved from saudi arabia Cultural mission to the u.s: http://www.sacm.org/Publications/58285_Edu_complete.pdf
- Sheahan, K. (2017, july 5). career trend. Retrieved from define employee productivity: <https://careertrend.com/facts-6767583-define-employee-productivity.html>
- skillseyouneed. (2018). Retrieved from Stress in the Workplace: <https://www.skillseyouneed.com/ps/workplace-stress.html>
- smith, e. s.-E.-I. (2013). *Governance in Saudi Higher Education*. Saudi Arabia: Springer, Dordrecht.
- Snyder, S. L. (2003). *The Effects of Sleep Deprivation on Individual Productivity*. marshall digital scholar.
- Tongoi, C. M. (2013). Employee health and wellness survey. A mixed method study on the health knowledge, attitude, perception and behaviour of contracted employees.
- Tongoi, Charity Mugure. (2013). Employee health and wellness survey. A mixed method study on the health knowledge, attitude, perception and behaviour of contracted employees.
- Watson, W. T. (2015/2016). *Employee Health and Business Success*. Willis Towers Watson.
- Wolfeld, L. R. (2010). Effects of office layout on job satisfaction, productivity and organizational commitment as transmitted through face-to-face Interactions. *Colonial Academic Alliance Undergraduate Research Journal*.
- yahya hussain abdulaziz murtada. (1996). *vocational eduvation in the kingdome of saudi arabia*. the Institute of education, university of London.
- zheltoukhova, m. b. (2015). Productivity Getting the best out of people. *CIPD*.