

## Determinant Employee Productivity and Organization Sustainability: Analysis Performance Appraisals, Evaluation on Performance, Competence Employee and Motivation

Emmy Junianti<sup>1\*</sup>, Juniawan Mandala Putra<sup>2</sup>, Ratna Tri Hari Safariningsih<sup>3</sup>,  
Agus Dharmanto<sup>4</sup>, Didin Sjarifudin<sup>5</sup>

<sup>1,4,5</sup>Universitas Bhayangkara Jakarta Raya, Jakarta, <sup>2</sup>Universitas Mercu Buana, Jakarta, <sup>3</sup>Poltek Industri Petrokimia Banten, Banten

**Corresponding Author:** Emmy Junianti [emmyhutasuhut03@gmail.com](mailto:emmyhutasuhut03@gmail.com)

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### ABSTRACT

The purpose of this study is to measure organizational sustainability with several constructs that are considered supporters, including performance appraisals, performance evaluations, employee competence, and motivation. The research method of this article uses a literature review study, Literature Study is a way to solve problems by tracing the sources of writing that have been made before. The novelty of this article is the framework formed from the reference to previous international journal articles, findings of significance, and insignificance between variables. The gap in this study is described in a complete research result description and supported by previous articles.

## **INTRODUCTION**

The company always strives to ensure that its employees are involved in the activities of the organization/company and can carry out their work. The company can do the job. in the form of the highest possible labor productivity To achieve previously set goals. There are many factors that affect productivity, such as the amount of work and the amount of time. Quality, Efficiency, and Effectiveness. To achieve high productivity, business leaders must Pay attention to work discipline and rewards (Dorta-Afonso et al., 2023). Loss of discipline and compensation affects Work efficiency and effectiveness of work tasks. With discipline, work is implemented as effectively as possible. If discipline cannot be enforced, it may not be possible to effectively and efficiently achieve set goals. It cannot be achieved effectively and efficiently (Kaya & Karatepe, 2020). To explain the case of a company Focus only on education, expertise, and technology without considering the enthusiasm and discipline of your employees. Employees, and even higher education, expertise, and technology, cannot produce the greatest product if the people affected cannot use the discipline (Rahman & Nas, 2013).

If the person cannot use it on a daily basis and has high work discipline. high work discipline. Generally, as you know, you need to be able to maintain your image in order to grow/control your market share. Master your market share. In this case, the company must also be able to improve the company's quality, for example From the internal aspects of the company itself, including improving the quality of its employees. the quality of employees The quality of our employees is reflected in their enthusiasm and discipline in their daily work. With work spirit and discipline With high morale and discipline, we want to increase profitable input for the company (Ragas et al., 2017). Most of the production activities are carried out by human power, so the production process requires human skills. The production process requires reliable human work skills that can increase the productivity set by the enterprise (Belova et al., 2015).

Increased productivity set by the company. psychological conditions are necessary management needs a psychological framework that encourages your employees to work hard to achieve your organization's goals. One of the company's goals is to increase productivity, profitability and result from high productivity (Tosun et al., 2022). A company's success depends on its people. Because a company cannot achieve its goals without human resources. Without talent, a company cannot achieve its corporate goals. company. The best and the right people have a direct impact on a company's success in achieving its corporate goals. Impact on the company's success in achieving corporate goals. Successful companies don't just give their employees tasks, they also pay attention to what they need to achieve their goals (M. Baran & Zarzycki, 2021). Also pay attention to what your employees need so they can enjoy my work. well-rounded human resources Employee productivity is also measured because employees automatically go above and beyond what the company expects them to do. Employee productivity is also taken into account as it is expected by the company by company. Productivity is the ability of an

employee to perform a specific task Tasks according to standard, completeness, cost and speed so that the human resources of the enterprise are used efficiently and effectively (Narayanamurthy & Tortorella, 2021). Efficient and effective use of human resources within an organization is critical to improving overall effectiveness and efficiency. Important for improving overall effectiveness and efficiency (Webber et al., 2021).

Employee productivity is a key issue A company, if employees work productively, should be a company If employees are not working productively, the company is not achieving its goals. The company should not achieve company goals. Productivity Employee productivity is also highly dependent on compensation, work discipline, and motivation (Samwel, 2018). Productivity is fundamentally a result of the job demands that employees must meet. The employee is able to complete a given task within a certain amount of time and is productive. Basically, one Employee must have an optimistic attitude rooted in the belief that tomorrow should be better than tomorrow (Adhikara et al., 2022). Tomorrow must be better than today, based on skills and abilities according to competencies and supported by work discipline. It should be a competence-based skill and supported by a high degree of work discipline (Siswanto & Lestari, 2019).

## **THEORETICAL REVIEW**

**X1, Performance Appraisals:** Performance appraisal is the process or activity undertaken by an individual or group within an organization to evaluate and communicate employee performance by comparing it to a set of criteria established over a period of time to serves as the basis for considering. Performance appraisal is also known as employee appraisal, performance appraisal, and performance appraisal. Performance evaluation is the process of evaluating performance, creating a development plan, and communicating the results of the process to the employees themselves. It is based on the activity performance indicators of, the benefit and impact indicators. Performance appraisal is the most commonly used method for evaluating and rewarding performance. Performance reviews are conducted to let managers know what to expect in order for employees to get to know each other better. Performance appraisal focuses on evaluation as a process of measuring how well an individual or group of individuals' work contributes to the achievement of existing goals. Several performance metrics are available for measuring performance. Several key performance indicators such as quantity of work, quality of work, knowledge of work, ability to express opinions, decision-making, planning of work, organization of work. A simple way to measure performance is to start with three criteria by which to measure performance. Second is the quality of work, i.e. the quality of work produced, and third is timeliness, i.e. meeting the allotted time. Performance appraisals affects employee productivity, this is in line with research conducted by (Ghani et al., 2022); (Djabatey, 2012); (Bryan & Vitello-Cicciu, 2022); (Sarfraz et al., 2022); (Beadles II et al., 2005); (Salau et al., 2018)

**X2, Evaluation Performance:** Performance appraisal is a form of periodic evaluation and review of employees in the workplace. As a rule, this evaluation is carried out annually or periodically over a period of time. One of the benefits of performance appraisals for companies is that they can measure employee success in the workplace. Information derived from this evaluation will later assist in decisions regarding salary increases, promotions, and termination of employment. Some companies have their own evaluation systems for their employees. Regular and periodic reviews help remind employees of the company's expectations and requirements. In principle, this performance evaluation is performed by managers. Later managers evaluate employee performance, employee behavior, loyalty, integrity, leadership, teamwork, commitment, and employee participation in the company. Everything an employee does from coming to work to going home, can be an assessment for performance evaluation. A simple example is about the punctuality of entering and leaving work. Diligent and consistent attendance can show that the employee complies with company regulations regarding working hours. In addition, awareness of their obligations as workers will also increase. If employees are often late, it will have a negative impact on their productivity. The next work evaluation factor is the employee's attitude. You can assess how employees behave to colleagues, superiors, and when receiving tasks. For companies, attitude is an assessment factor that cannot be ignored. In fact, some companies make an attitude that is in accordance with the company culture as the number one requirement in assessing and retaining employees. Employees with a positive attitude will form a positive work environment. This will maintain the productivity of employees and the company. In addition, there is also the honesty factor. Companies that uphold integrity will make honesty the main requirement that every employee must have. Evaluation performance affects employee productivity, this is in line with research conducted by (Abdelwahed et al., 2022); (Zeeshan et al., 2021); (Assoratgoon & Kantabutra, 2023); (Benton et al., 2017); (Alqudah et al., 2022); (Dinh et al., 2021); (Raudeliūnienė & Meidutė-Kavaliauskienė, 2014); (B. E. Baran & Woznyj, 2021).

**X3, Competence Employee:** Ability has been defined by many numbers, dictionaries, and laws. But loosely speaking, the concept of competency is the combination of skills, behaviors, attitudes and knowledge displayed by a well-performing employee at work. Highly skilled employees are one of your company's most important assets as they can directly contribute to your company's competitive advantage in the industry. An employee's competencies go hand-in-hand in demonstrating how effectively they are performing their duties. So, of course, there are various merits in hiring highly qualified people. As mentioned at the beginning, companies, especially large companies, use competence to screen large numbers of applicants from which to apply. Besides making it easier to select the best candidates, using competencies has several benefits: Indicate labor standards set by the company, High job skills can improve business productivity, Pay systems can base job skills on development, Simplify the process for companies to adapt to the ever-changing business world. Competence affects employee productivity, this is in line with

research conducted by (Gultom et al., 2022); (Mengjun, 2018); (Skorková, 2016); (Susanto, Parmenas, et al., 2023); (Susanto & Sawitri, 2022); (Susanto, Agusinta, et al., 2023); (Karatepe, 2013); (Jałocha et al., 2014); (Eliyana et al., 2019)

**X4, Motivation:** Labor productivity is the ability of employees to produce relative to the inputs employed. Employees are productive if they can produce goods or services as expected in a short or reasonable amount of time. Properly motivating employees to work inspires enthusiasm, drive, and integrity in their work. Increased enthusiasm and motivation for work increase labor productivity. Work motivation is the psychological motivation of a person that determines the direction of action within an organization and the level of effort and perseverance in solving problems. Factors that influence work motivation include Performance in completing tasks or jobs based on goals and objectives, Rewards for completing tasks and goals, Type and scope of work, Increased responsibility at a glance relationships between individuals, Working conditions, Salary, Status, Job security The above factors definitely determine the high or low work motivation of every employee working in the company. Other Factors Affecting Work Motivation. Performance-Based Compensation and Old Age Security. If these two are in the company, the motivation of employees to work will also increase. Companies must have motivation for their employees. The motivation for this job helps the company achieve its goals. Low employee morale is natural and normal. But it's not impossible. Understanding work motivation helps employee performance and future performance. Motivation affects employee productivity, this is in line with research conducted by (Wau & Purwanto, 2021); (Duri Afryana, 2018); (Gultom et al., 2022); (Arianti & Karmila, 2019); (Kepemimpinan & Industri, 2022); (Amir & Sallatu, 2022); (Prasetyo et al., 2021); (Hardiansyah et al., 2019); (Susanto, Syailendra, et al., 2023); (Khasanah et al., 2023); (Nuraeni et al., 2022); (Susanto, Sawitri, et al., 2023); (Buda Prasada & Sawitri, 2019);

**Z, Organization Sustainability:** An organizational environment is one of those elements and objects that interact and can affect an organization, and can also be affected by the behavior that occurs within the organization itself and can affect the operation of a business or organization. Make an impact. All organizations interact with the environment in which they operate. Since the environment is constantly changing, the organizations that survive are those that can adapt to the changing environment. Conversely, an organization will collapse if it does not take into account the development and change of the environment. The organizational environment itself is a force that directly or indirectly affects organizational performance. From this, the organizational environment is everything in the organizational environment that can be directly or indirectly affected by the actions that occur within the organization and by the individuals or groups of people performing the activities. can be concluded. It affects the operations of the organization itself. Organization Sustainability affects employee productivity, this is in line with research conducted by (Assoratgoon & Kantabutra, 2023); (Zen et al., 2023); (Rustiawan et al., 2023); (Benevene & Buonomo, 2020); (Febrian & Rajab, 2023); (El-Kassar &

Singh, 2019); (Ketprapakorn & Kantabutra, 2022); (Wenny Desty Febrian.S.E.M.M | Rini Ardista et al., 2022)

Y, Employee Productivity: Employee productivity is one of the most important underpinnings of corporate sustainability. A decrease in employee productivity will surely slow down the company's business activities and prevent the company from making a profit. If employee productivity is declining, it may be because the company is not implementing the right productivity strategies. Maintaining employee labor productivity is a demand in the world of work. Workflows are hampered and curtailed when employee labor productivity declines. When employees become less productive, work owners such as HRDs, managers, and team coordinators need to make those employees more productive. Employee productivity is one of the things that affect a company's performance. Even if you want to improve employee performance, you must first find out why they are underperforming. May we find a solution together. Employee productivity affects employee productivity, this is in line with research conducted by (Noesgaard & Jørgensen, 2023); (Ahmad et al., 2021); (Huang et al., 2018); (Stanley et al., 2013; Trendowicz et al., 2023); (Ibrahim et al., 2017); (Zulkarnain & Hadiyani, 2014); (Utrilla et al., 2015); (Batlle Rois-Méndez & Inciarte Osorio, 2009).

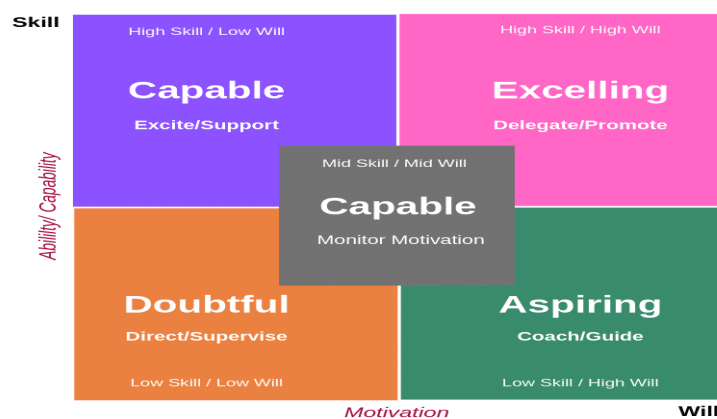


Figure 1. Skill Will Matrix

Source reference: <https://www.ruangkerja.id/blog/skill-will-matrix>

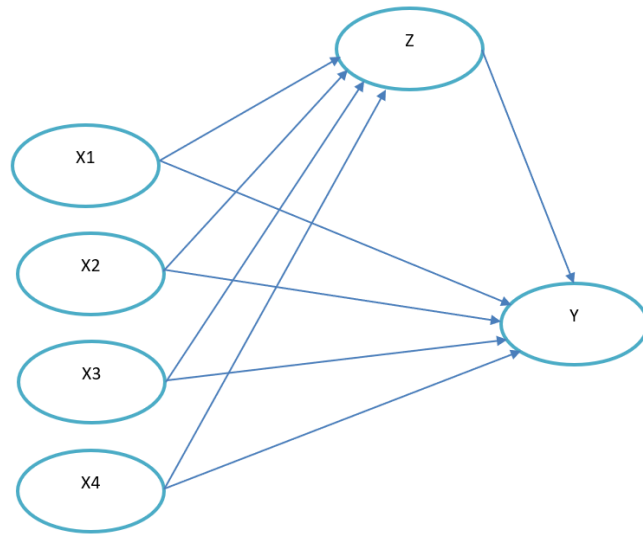


Figure 2. Framework Research

**Information Variable:**

- X1: Performance Appraisals
- X2: Evaluation Performance
- X3: Competence Employee
- X4: Motivation
- Z: Organization Sustainability
- Y: Employee Productivity

**METHODOLOGY**

The purpose of this article is to review and summarize literature reviews related to employee productivity in multinational corporations, using a variety of methods, organizational sustainability, performance appraisal and evaluation performance to identify effective understanding which factors can be used in a successful employee productivity model strategy. Competency employees, motivation, and researchers read, analyze, and summarize multiple literature reviews from multiple journals and other relevant sources to implement effective employee productivity within an organization Try to understand the strategy for This study uses a literature review approach to achieve its research goals. A recruitment mini-review is conducted by reading and analyzing multiple peer-reviewed journal articles

**RESEARCH RESULT**

Employee productivity is one of the factors behind business success. Of course, it is the company's responsibility to improve this. How to create an ecosystem that supports businesses in keeping their employees productive. To maximize employee productivity, tasks should be properly delegated to each employee. To do this, it is necessary for each employee to know what they can do, and above all, what they cannot do. It's not uncommon for employers to assign employees to projects they don't feel comfortable with. company. Employee productivity is closely linked to company culture. A healthy company culture allows employees to maximize their skills and make a

positive impact on the company. A healthy company culture gives employees a sense of security, value and freedom to grow. A company with a healthy culture can also reduce employee stress and employee turnover. A smooth communication system, good relations between employees, and sound management also contribute to a company culture that can increase productivity.

## **DISCUSSION**

Professional companies don't just deliver workloads, they also think about how to increase employee productivity and morale. Good and dedicated employees can raise the bar of a company. To know how well their employees are doing, companies need to measure against certain parameters. For example, the time efficiency to complete the work, the number of sales, the quality of the work itself. Unfortunately, your workforce can become less efficient and productive for a variety of reasons. Excessive workload, poor work-life balance, and fatigue are common factors that lead to poor productivity (Kähkönen et al., 2021). A positive workplace environment and culture also has a significant impact on employee performance. So one of his ways to effectively increase productivity and motivation is to create a nurturing and positive atmosphere. A positive culture ensures that all employees feel comfortable working, so sales do not skyrocket. A positive culture also creates a supportive environment among employees. Work goals and objectives aren't the only factor that drives productivity (Fandy Tjiptono, 2008; Singh et al., 2023). Culture and work environment, in particular, contribute significantly to shaping employee motivation in ways that directly affect employee performance (Trendowicz et al., 2023; Weibel et al., 2016).

## **CONCLUSIONS AND RECOMMENDATIONS**

This study aims to find literature that supports the variables in this manuscript and to provide results for consideration in future research, either as a research gap or along with other research subjects. The recommendations of this study can be used to broaden one's horizons, especially in the area of human resources as it relates to the variables presented in this article.

## **ADVANCED RESEARCH**

This article should be followed by a continuation with the same variables or different variables and objects used.

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- Wenny Desty Febrian.S.E.M.M| Rini Ardista, S., Pd. I., MM |DR. M. Surno Kutoyo, S. A. S. P., M.Si., CPHCM.|Yana Suryana, S.Pd, M. P., MM|Wetri Febrina, ST.MT|Dr.Kusnadi., S. E., M.M. & Ryan Firdiansyah Suryawan., S. E., M.M.|Dr. Tambaten Yuliana Br Purba, S. E., M.M.|La Ode Turi|Sri Sudiarti, SE., M., Bambang Libriantono, S.Kom., M.M., I. ., Erni Pratiwi Perwitasari, S.E, M.M, D. I., & S.Pd.T., M. P. (2022). *MANAJEMEN SUMBER DAYA MANUSIA*.
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