Decent work as a driver of employee productivity: A quantitative study in the Malaysian context

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Abstract

This study investigates the relationship between work attitude, opportunities in work, and the nature of the job as predictors of employee productivity within the Malaysian context. Employing a quantitative research approach, data were collected from 300 employees across various sectors using structured surveys. The data were analyzed through descriptive statistics, correlation analysis, and multiple regression to identify key factors influencing productivity. The findings reveal that all three variables significantly impact employee productivity, with the nature of the job emerging as the strongest predictor, followed by opportunities in work and work attitude. The study confirms the applicability of Herzberg's Two-Factor Theory in explaining the role of both hygiene and motivation factors in shaping employee performance. Practical implications include recommendations for employers to foster positive work environments, invest in structured training programs, and align job roles with employee strengths and aspirations. Policymakers are urged to promote lifelong learning initiatives and provide incentives for organizations that prioritize employee development. This research contributes to the growing body of literature on workforce productivity and offers actionable insights for enhancing employee performance in Malaysia.

1. Introduction

Sustainable Development Goals (SDGs) have been introduced by the United Nations (UN) in 2015 to enable the world to achieve sustainable development by 2030. 'Decent work and economic growth' are stated in SDG 8, where it emphasizes the element of workforce diversity across all individual categories and groups, such as for the overall economic development of the world. Proactively working towards achieving the goal of decent work is important in building a more robust global economy. However, the prerequisites will be needed, as it requires a workforce with higher productivity levels and competency levels in alignment with more prosperous conditions and equitable growth [1].

According to statistics from the Department of Statistics Malaysia, overall, in terms of value added per hour, there is a growth in labor productivity of 1.1% in 2023 Q2 from RM40,600 to RM41,200 compared to the preceding quarter. While employment has increased to 16.1 million persons, representing an increment of 2.8%. In terms of value added per employment, there is a marginal increase of 0.02% or equivalent to the increase from RM23,718 to RM23,407 per individual.

Based on Leadership IQ's Global Management, 81% of new hires who fail to be confirmed by the organization do so due to their work attitude. This is because when an employee joins a company, they not only bring their skill set but also their attitudes toward work. On the other hand, according to Tian et al. [2] among the reasons that lead employees to develop negative attitudes are role stress, job insecurity, and employee cynicism, which can result in knowledge hiding to preserve their competitive advantage in a competitive workplace environment to secure their current job and protect resources for themselves. In the long run, a poor working culture will develop, ultimately affecting team performance. This phenomenon has become more pronounced, especially after the outbreak of the Covid-19 pandemic, when most organizations began downsizing to reduce business operating expenses. It is supported by statistics indicating that the scenario of knowledge hiding led to a productivity loss of enterprises in the United States amounting to USD 47 million in 2018, with employees wasting an average of approximately 5.3 hours per week obtaining knowledge or information from co-workers. When productivity is low, it also leads to a lack of harmony among employees, and they do not work hard to achieve organizational goals [3].

Based on statistics from the Society for Human Resource Management, employee engagement has reached the lowest level since 2015, where only 32% of employees are engaged in their work, 18% are disengaged, and another 50% of employees are neither engaged nor disengaged in their work. When an employee is disengaged, they are said to be disloyal and disgruntled, and it is hard for them to meet or fulfill most of the needs in their workplace. The implementation of work-from-home arrangements due to the outbreak of the Covid-19 pandemic has led to some obvious problems such as clarity of expectations, connectivity with the company's mission, opportunities to learn and grow, opportunities to give their best performance, as well as opportunities to show a caring attitude towards work.

Another phenomenon observed is based on the London Premier Centre; employees might judge whether the position is interesting or boring based on the tasks and responsibilities given. In the event that employees fail to utilize their knowledge in their current job, they may assume that their current job lacks growth opportunities. Under the mentioned scenario, employees might feel that their fulfillment is unable to be achieved, and hence they will look for their next job. Besides, insufficient training has also been identified as one of the contributors to employees being unable to perform their job well. This will lead to frustration among employees because they do not have any idea of how to improve their performance and perform their tasks excellently. If left unattended, it might lead to burnout and bring an adverse impact on the employee itself and the business [4].

Job satisfaction can be defined as the positive emotional state or pleasurable condition of an employee as a result of job appraisal or job experience. While the employee's commitment can be assessed from the individual's perception, which is bounded by a given target, it comprises three components: namely, acceptance of organizational values and goals, extra efforts on behalf of the organization, and desire to remain with employers. When higher motivation is given to an employee, the employee will exhibit a higher work commitment, and eventually, they will deliver a higher quality of work; thus, good work can contribute to the country's economic growth in the long run [5].

1.1. Underpinning Theory

Herzberg's Motivational Theory can be used to explore employee satisfaction from two dimensions, namely hygiene and motivation. Hygiene issues are those that are less likely to motivate employees but can minimize dissatisfaction among them, provided that management puts in the effort to handle the problems that arise. Examples of hygiene factors include salary, supervision, and providing positive feedback on the work environment, where hygiene factors are commonly related to the employee's environment. In contrast, the presence of motivators can create satisfaction among employees by fulfilling their needs for personal growth. Examples of motivators include recognition, achievements, creativity, and commitment levels. Once management addresses hygiene issues, the presence of motivators can promote job satisfaction and encourage productivity [6]. In this context, management should clearly understand that hygiene issues are not the source of satisfaction among employees. Instead, they should create and formulate an environment that can further improve employee satisfaction and motivation. For instance, the company should adopt clearer company and administrative policies to provide clearer written instructions to all employees within the organization. To ensure the organization is more well-managed, supervisors with better leadership skills should be appointed to manage and lead the team [7].
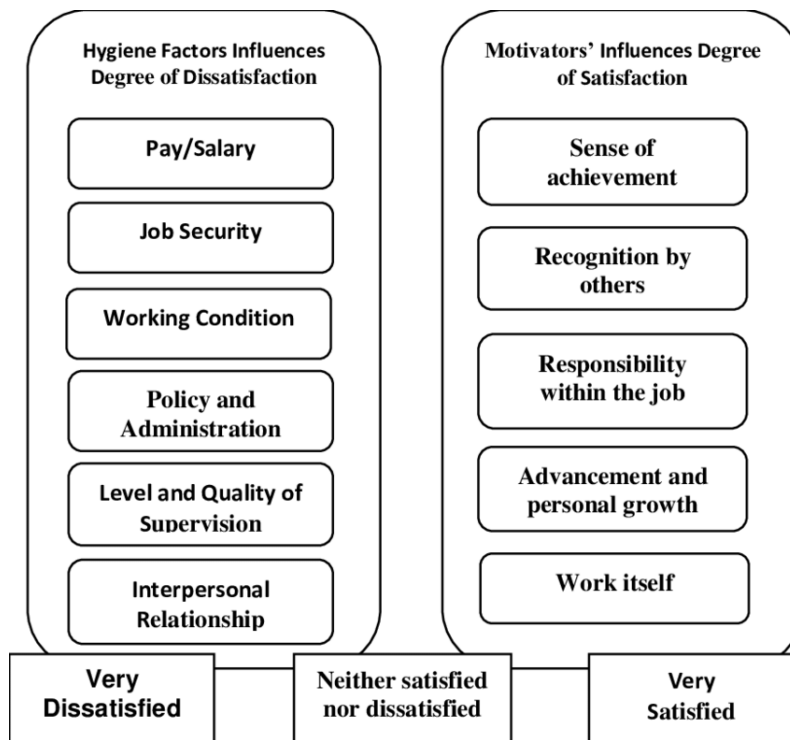
Figure 1.
Herzbers's two-factor theory of motivation [8].

2. Materials and Method

2.1. Employee Productivity

Being productive happens when the amount required to produce something reduces or the output increases, given that other factors remain constant. In productivity, it strikes a balance between the two and improved performance. When it switches to the context of the workplace, it is straightforward that more productive organizations can perform better and live longer in the market. Among the benefits of productivity is team growth, where productivity can guarantee that the tasks are being connected successfully and effectively, as resource wastage can be reduced or eliminated so that the workload can be shared equally among the members. Indirectly, it can lead to positive customer satisfaction, as higher work productivity can ensure a better quality of work produced. Also, when the productivity level is high, this will be able to produce better outcomes as the employees manage to handle their time effectively, resulting in lesser workload, no tight deadlines, and manageable responsibilities [9].

In today's working environment, it is undeniable that various organizations have confronted significant challenges related to productivity. According to research from Salama et al. [10] the researchers identify a significant and positive effect between employee performance and employee productivity among employees from higher education institutions. It can serve as guidelines for policymakers and the top management of higher education commissions to advance the knowledge and skills of employee productivity and employee performance within the organizations. The study supports achieving job tasks and goals through developing work engagement and organizational factors for productivity and performance.

2.2. Work Attitude

Work attitude is the feeling of the individual towards different aspects of the environment that the individual has at work. How an individual feels about his or her work commonly will affect the behavior in the workplace. There are 2 types of work attitude which can potentially affect how does the individual behaves in the workplace, namely organizational commitment and job satisfaction [11]. Organizational commitment refers to the emotional attachment that an individual has towards the organization that he or she works for, Massoud and Jameel [12]. In this context, people who are committed to their company believe in company mission and value and willing to put in the effort to work hard to meet company's goals. Besides, those who have stronger organizational commitment will commonly stay longer in company, since they have clearly understood their nature and underlying objectives of the company that they work with. In job satisfaction, it is regarding the level of contentment that an individual feels at their workplace and the job satisfaction level is varied among people [13].

Work attitude is a key factor in forming a team dynamic. By having a positive attitude, it leads to increased communication, respect, and trust among members. It can lead to a more supportive and open work environment. In contrast, a negative attitude will lead to mistrust among members and cause the work environment to become more tense. As a result, the team members may find it more difficult to work together as a team [14]. In this context, a positive attitude will have a direct impact on productivity. People who have a positive attitude will tend to be more focused, motivated, and engaged in their work. Besides, they will be more likely to be proactive and take the initiative in problem-solving skills, which can lead to better overall performance within an organization. Additionally, a positive attitude can lead to increased job satisfaction and employee engagement and can improve relationships with supervisors and colleagues. Yet, this positive attitude is found

to be contagious, as it will spread to other team members and create a more positive working environment [15]. Furthermore, a positive working attitude can relieve work stress. When an individual shows a good attitude towards work, failures can be identified as good learning experiences instead of dead ends. A positive work attitude can help employees work towards solving their issues and free up more opportunities. Moreover, when an individual possesses a positive working attitude, they will tend to have better relationships with professional contacts. A positive work attitude can help the individual improve relations with clients and customers since the employee enjoys communicating with them, and indirectly it helps the employee perform better at their job [16].

One of the characteristics of a leader is to have a positive attitude. A positive leader can lead the team towards the organization's goals by creating a culture of positivity. In a team with a positive attitude, effective communication is important, where open, honest, and clear communication is a must to build respect and trust among team members. Effective communication can also help to resolve conflicts and any issues that can impact the team's attitude [17]. A good working attitude can gain respect from other employees since they can influence them in a positive way. Yet, employees can also inspire others to follow their steps in work, and eventually, it increases the overall productivity level in the workplace [18]. Nevertheless, there is a possibility that maintaining a positive attitude may be challenging, as the positive attitude might become overwhelmed and turn into a negative attitude under prolonged stress in the workplace. Negative attitudes can become contagious, making it hard for those around to maintain positive vibes in the workplace.

2.3. Opportunity in Work

Employee engagement is important to the success of an organization, and providing job development opportunities has been identified as one of the effective ways to foster engagement. In a job, it is simple as it provides a way for an individual to earn a living. However, in a career, it refers to the long-term pursuit that involves professional and personal growth. Development opportunities can take many forms, such as job shadowing, mentorship, training programs, and leadership development [19]. Companies can show their commitment to employees through these opportunities, which can lead to increased engagement and retention. Meanwhile, it can help create a more engaged and skilled workforce, ultimately leading to increased job productivity and company profitability.

Employee engagement is vital to workplace success. It refers to the level of commitment and enthusiasm of employees towards their work and the company. It leads to better business outcomes, increased profitability, customer satisfaction, and employee retention, to name a few [20]. An effective communication system, opportunities for growth and development, and a positive work environment all contribute to employee engagement in the long run. These factors contribute to an increase in productivity, high-quality work, and faster task completion. In addition, employees who are engaged are more likely to provide superior customer service, which leads to customer loyalty and business expansion. Employee engagement is vital for the retention of employees, as it helps reduce turnover, and recruiting new employees automatically reduces the training of new hires. Companies that prioritize engagement are more likely to have motivated, productive, and satisfied employees who are just as invested in organizational success as employers are.

Organizations must offer development opportunities to enhance employee engagement. These opportunities can be in the form of training programs, workshops, mentoring, and coaching. They help employees acquire new skills, knowledge, and experiences to perform their duties better [21]. In addition to that, they also provide a sense of fulfillment and purpose for employees as they feel the company is investing in their growth and development. When employees feel their employers do not offer enough opportunities to develop, they tend to become disengaged and demotivated. This can lead to a decrease in productivity and higher turnover rates [22]. Companies must prioritize employee development while offering ample growth opportunities. This helps create a culture of learning and development while also providing feedback, coaching, and mentoring. Companies can create an engaged and motivated workforce, leading to increased productivity, higher retention rates, and greater success [23].

Companies must prioritize employee growth by implementing a comprehensive training and development program that includes all levels of the organization. They should also provide access to tools, resources, and support mechanisms to facilitate continuous learning and professional development. By investing in their employees' growth and development, companies can create a more engaged and motivated workforce [24]. This leads to an increase in productivity and better business outcomes. Creating a culture of learning and growth may require a long-term commitment, but the benefits are worth the investment.

Companies must provide their employees with the necessary resources to achieve their development goals. This can include providing them access to training materials, personal and professional skills training, and mentorship programs. Companies must allocate both time and funding towards employee development to ensure that these opportunities are feasible while also accessible to all employees. Companies should tailor their resources to each employee's needs and goals. It can be in the form of training programs or mentorship opportunities. A personalized approach can ensure they receive the support they need to reach their full potential. Employee development is critical to organizational success. It is an investment that pays off in the long run, as it leads to increased productivity, better job performance, and a more positive work environment. By prioritizing employee development, organizations can ensure they remain competitive and adaptable in an ever-changing business landscape [24].

2.4. Nature of Job

The nature of work can be explained from the perspective of level and complexity. The skills required for a job will determine its level, while the level will determine its complexity. Jobs with different complexities and levels have their own assessments of qualities that cause the nature of the job to become different [3]. There are some elements that can be used in determining the nature of work and what they involve. First is the function of work, which states the purposes it serves and

the needs it meets when an individual performs it. To a greater extent, work can fulfill economic needs by providing individuals with financial resources through wages and benefits. Secondly, work provides socialization opportunities, allowing professionals to interact with one another and establish social relationships that can improve workplace morale. Third, work can influence community status by enabling professionals to become involved with their communities by establishing roles within them. Fourth, work can contribute to self-esteem by enabling individuals to develop a professional identity, experience career growth, and care for their families.

Factors such as economic, social, political, and cultural shifts will affect the nature of work [25]. The first factor is changes in demographics within a group such as nationality, age, gender, and income level, which will also change the demographics of their workplaces. A common phenomenon observed is the reduction in the elderly population, which is being replaced by the younger generation in the workplace nowadays. The style of work should be adjusted to suit the working style of younger generations, and it is likely that the previous dealing style may not be suitable for the younger generation anymore. Besides, the younger generation tends to prefer a working style that emphasizes work-life balance.

Besides, globalization has led to business expansion on an international level through funding, employment, trade, and services. And globalization will affect the nature of work as it changes the way professionals and employers do business. With the increase in diversity and inclusion due to globalization, it prompts organizations to be more flexible in adopting different processes that can well suit and fulfill certain demographics. As technology develops rapidly, the workplace continues to create new procedures and policies to increase efficiency [26]. Scrum and Kanban methods have become widely adopted in modern workplaces to facilitate such flexibility and responsiveness [27]. Both methods can enhance task ownership, reduce waste, and improve delivery speed, all of which contribute to greater productivity for employees [27]. The change in the nature of work has altered its functions on how professionals perform their roles. Examples of emerging technologies are robotics and automation, which can fulfil those simple and repetitive tasks it allowing professionals to have more time to focus on more complex and challenging tasks.

2.5. Literature Gap

Numerous research studies have been conducted to study factors affecting productivity in the workplace. For example, a study has been conducted to examine the impact of working from home and the office on productivity [27]; a study on the impact of wages, human capital investment, labor force participation, and inflation on productivity in Pakistan [28]; the effect of work-life balance and job satisfaction on work productivity in Jakarta [29]; a Delphi study on the impact of disease status, personal factors, and types of jobs on worker productivity [30]. In the meantime, it is also noted that there is less research being conducted on this issue, particularly in the context of Malaysia, as there is a possibility that the research outcomes from other countries might not be applicable in Malaysia, since different countries have different scenarios, exemptions, and restrictions. The results of this study are anticipated to offer pertinent information that can significantly benefit Malaysian organizations by providing useful insights to assist in developing methods for improving employee productivity.

2.6. Hypothesis Development
2.6.1. Relationship Between Work Attitude and Employee Productivity

Work attitude is important for productivity levels among employees. To measure attitude towards work, job satisfaction, organizational commitment, and work motivation can be used as measurements to determine the attitude of employees towards work. In this context, intrinsic motivation is important in explaining the scientific performance [3]. For instance, the individual who gives higher attention and attitude towards work will give a better performance. According to Damianus et al. [26], changing attitude can help to improve an individual's self-efficacy. Attitude is a mental position or feeling towards a fact or state where it can be assessed from 3 dimensions, namely cognitive, affective, and conative. Opinion has an inseparable relationship with behavior as both elements form an integral part of attitude. Attitude has been identified as an area of social psychology since decades. It is a mental and a neural state of readiness which is organized through experience, and it exerts a directive and dynamic influence upon an individual's response to all related objects and situations. Hence, it is important for management to change the attitude of employees toward their work to improve their performance level. By doing so, it can lead to job satisfaction, commitment, workaholism, and employee retention. Hence, negative attitudes towards work should be reversed to become positive so that they can affect their performance.

H₁: Work attitude towards work has a significant influence on work productivity among employees in Malaysia.

2.6.2. Relationship Between Opportunity in Work and Employee Productivity

For employees to be more well-suited to demanding roles within an organization. It is important for them to pursue advanced education programs or certifications. By doing so, this enables them to acquire specialized knowledge and skills required for higher roles. Attending the mentioned programs will enhance their expertise as they manage to develop a deeper understanding on the selected field and eventually, the job satisfaction and accomplishment will increase. Attending the training courses will also enable them to always stay up to date with the latest industry trends as well as the adoption of good practices which enable them to show better loyalty and retention towards the organization and at the same time can always prepare themselves for the upcoming opportunities [31].

Besides, leadership and mentoring opportunities are crucial for employees in seeking support, growth, and guidance. For the learners, this allows individuals to learn from experienced leaders and mentors. Additionally, individuals can also develop skills and a sufficient confidence level in taking up difficult challenges in pursuing their career goals. Through a series of leadership and mentoring experiences, employees will gain valuable insights related to their industry and can learn to navigate complex situations. In the meantime, they will receive feedback on their performance, which can indirectly increase their

knowledge in particular skills. In short, development opportunities are vital for employees to establish fulfilling careers and pursue professional aspirations [32].

H₂: Opportunity in work has significant influence on work productivity among employees in Malaysia.

2.6.3. Relationship Between Nature of Job and Employee Productivity

A job is an important element in people's lives as it has a direct impact on their lifestyle and social lives. This is the reason why every organization should always ensure there is a satisfied workforce. There is a general understanding that the overall productivity and success of an organization depend on the effective and efficient performance of employees, and that better performance is linked to employees' job satisfaction [33]. In this context, job satisfaction is one of the main determinants of job productivity. When employees are satisfied, they will do their best to achieve the company's objectives. Additionally, it is also noted that employees with a higher level of satisfaction are typically more punctual at work, exhibit higher productivity, demonstrate greater commitment, and are more satisfied in their lives. To boost job satisfaction levels, it is important for companies to provide opportunities for advancement, such as competitive pay scales, increments in organizational commitment, and employee participation in policy-making. The nature of the work can be reflected in an employee's title. The level of an employee's work refers to the quality of their performance relative to others with similar jobs. The level of work is related to the nature of an employee's work because it provides an indication of how well the employee is performing the tasks required for the position. The level of an employee's work may be graded objectively or perceived in a more subjective manner by managers.

H₃: The Nature of the job has a significant influence on work productivity among employees in Malaysia.

2.7. Conceptual Framework

Figure 2 the text below shows the conceptual framework in this study. Basically, there are three independent variables identified in this research, namely work attitude, opportunity in work, and nature of job, while there is one dependent variable identified, which is work productivity among employees in Malaysia. All independent variables portray a direct relationship with the dependent variable.
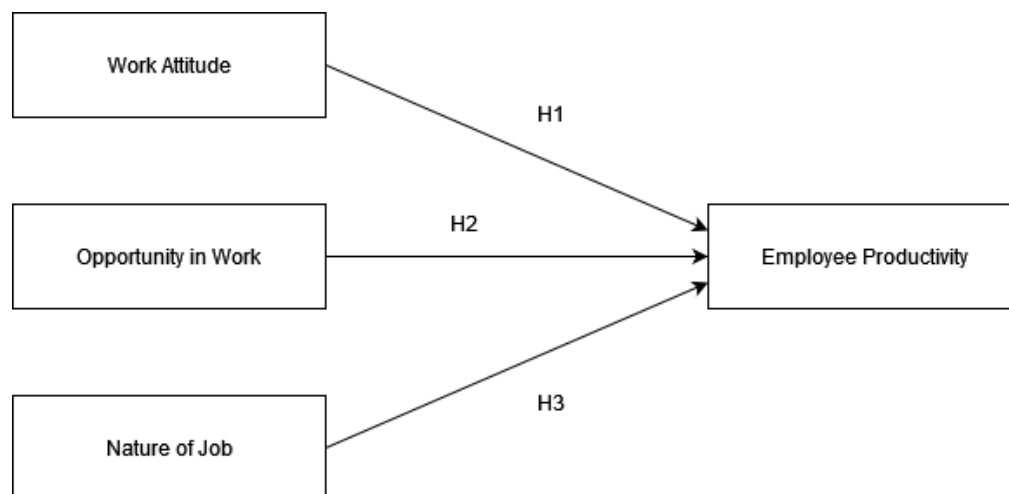

Figure 1.
Conceptual Framework of the Research.

2.8. Methodology

2.8.1. Research Design

Quantitative research methods are used to examine the influence of decent work on employee productivity in this study. Data will be gathered using an online survey with a cross-sectional design to analyze the productivity of employees at these companies. The cross-sectional method measures the outcomes and exposures in the study participants at the same time [34]. In this study, data will be collected from Malaysian employees at one point in time. The next step is to create a questionnaire that is grounded in relevant theories to investigate the correlation between attitudes towards work, opportunities in work, the nature of the job, and productivity. The study tries to ascertain if the independent variables influence the dependent variable through quantitative analysis of the obtained data. The study's results will offer valuable data to support further research in this field.

2.8.2. Research Sample

This study aims to examine the influence of three independent variables on employee productivity. To find out the most appropriate sample size, a sample size estimation will be performed using G*Power software. This estimation will indicate the ideal number of participants, which is determined to be 119. The study will utilize the F-test, specifically the multiple linear regression statistical test, to assess the data. The input parameter is estimated to have an effect size of 0.15, indicating a modest influence. The significance threshold (α) will be set at 0.05 to decrease the likelihood of error. The total number of predictors is 3. Therefore, the total sample size for the output parameters will be determined as 119 people. Hence, this study will determine that a sample size of 300 employees is necessary to conduct the research efficiently.

Data for this study will be gathered online via a questionnaire using a combination of snowball and simple sampling strategies. The questionnaire will be carefully crafted to investigate the impact of three independent variables on employee productivity.

2.8.3. Research Procedure

To collect data for this study, an online questionnaire will be used. Google Forms will be utilized for the research technique, and the questionnaire design will employ five-point Likert scales to allow respondents to indicate how much they agree with each item provided. The participants will be deliberately selected to receive the questionnaire, and their involvement will be voluntary. Participants must be between 21 and 50 years old and currently employed to qualify for the study. After distributing and collecting the surveys, the data will undergo thorough statistical analysis. Participants will be informed of the risk-free nature of their participation and guaranteed the ability to withdraw from the study at any point without repercussions. The questionnaires will be sent through several channels, including email and other social media platforms, as online distribution is deemed the most efficient approach due to its time-saving nature and reduced need for monitoring. Information and data from participating organizations will be kept confidential.

3. Results
3.1. Demographic Profile

Table 1.
Summary of Demographic Profile.

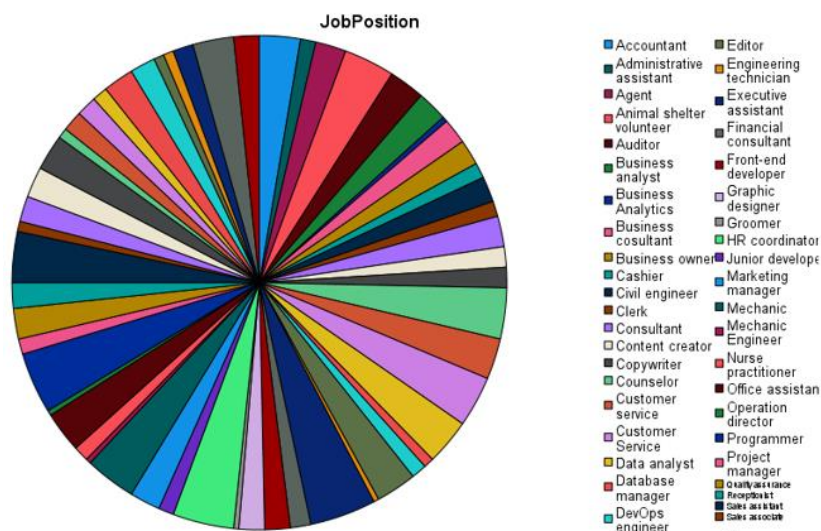| Items	Options	Frequency, (N)	Percentage
Gender	Female	155	51.7%
	Male	145	48.3%
Age (years-old)	18 - 29	121	40.3%
	30 – 39	81	27.0%
	40 - 49	48	16.0%
	50 and above	50	16.7%
Education level	Certificate/SPM	36	12.0%
	STPM/Diploma	30	10.0%
	Bachelor's Degree	132	44.0%
	Master's Degree	74	24.7%
	PhD	28	9.3%
Years of Service	< 3 years	139	46.3%
	3 to 5 years	79	26.3.%
	5 to 10 years	50	13.7%
	> 10 years	41	13.7%

Figure 2.
Job Position Analysis.

Table 1 consists of respondents' details, which include the gender, age, education level, years of service, and job position. A relatively equal gender split is obtained, where female respondents are 51.7% while male respondents are 48.3%. Age distribution is diverse; the largest age group is 18-29 years old (40.3%), and the second largest is 30-39 years old (27.0%). Altogether, the results imply that a relatively large subset of the respondents is well-educated, with most of the respondents

(44.0%) having a bachelor's degree. As for job position, Figure 3 displayed a wide range of job titles such as mechanical engineer, business analytics and software engineer, etc. Regarding the years of service, 46.3% of the respondents have less than three years of work experience, which shows that most of the employees are new in the workforce.

3.2. Multiple Regression Analysis

Table 2.
Multiple regression model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.700ᵃ	0.490	0.485	0.60016

Note: a. Predictors: (Constant), Work Attitude, Opportunity in Work, Nature of Job.

Table 3.
Multiple regression model coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	0.479	0.194		2.474	0.014
	Work Attitude	0.311	0.073	0.240	4.271	< 0.0011
	Opportunity in Work	0.295	0.075	0.257	3.935	< 0.0011
	Nature of Job	0.325	0.068	0.298	4754.	< 0.0011

Note: a. Dependent Variable: Employee Productivity

A multiple regression analysis was conducted to assess the explanatory power of the independent variables (Work Attitude, Opportunity in Work, Nature of Job) on the dependent variable (Employee Productivity). Table 2 reveals an R-squared value of 0.490, indicating that 49.0% of the variance in Productivity is explained by the three independent variables.

Table 3 shows that all three independent variables have significant positive impacts on Productivity, with p-values below 0.05. Nature of Job has the highest beta coefficient (0.325), indicating it has the strongest effect on Productivity, followed by Attitude (beta = 0.311) and Opportunity in Work (beta = 0.295). The regression equation can be expressed as:

Employee Productivity = 0.479 + 0.311(Work Attitude) + 0.295(Opportunity in Work) + 0.325(Nature of Job)

These results suggest that enhancing the quality of work experiences and personal attitudes can significantly improve productivity.
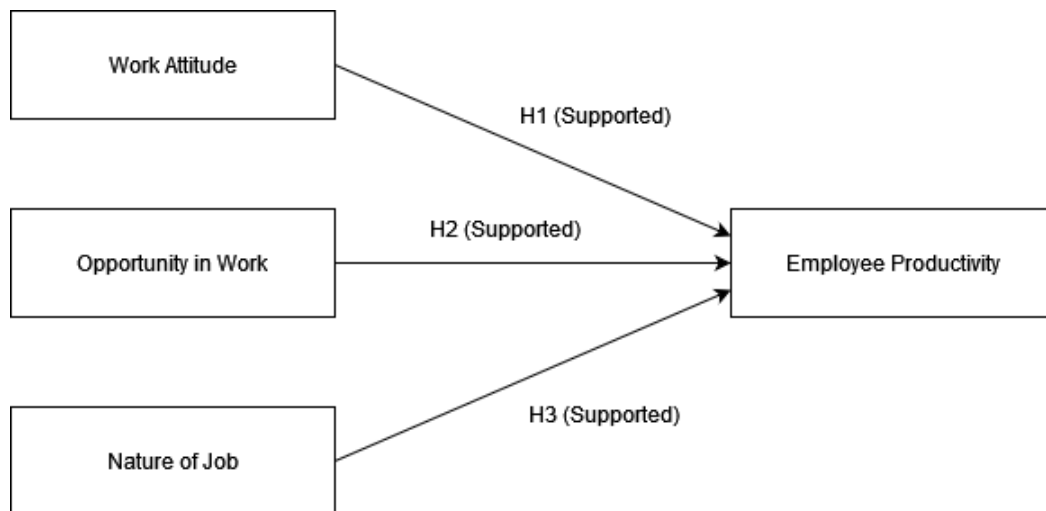
3.3. Hypothesis Result

Figure 4.
Hypothesis Result.

Figure 4 displays the summary, and all the research's hypotheses have been accepted. The results indicate that Work Attitude, Opportunity in Work, and Nature of Job is statistically significant towards Employee Productivity.

4. Discussion
4.1. Work Attitude and Employee Productivity

The research findings revealed that, among the four independent variables, work attitude significantly influenced employee productivity, thereby validating H1. Employees with a positive attitude demonstrated increased motivation, attentiveness, and dedication to their responsibilities, leading to improved performance. This is in concordance with Lohela-Karlsson et al. [3] who noted that intrinsic motivation was important for optimizing job performance. Workers with line

departments show commitment to their positions and organizations since ideas harmonize and produce desirable outcomes. On the other hand, a lack of a positive attitude leads to a lack of commitment, low morale, and underperformance. The employees who have positive attitudes towards coworkers, customers, and supervisors would improve when the employers encourage respect for fellow employees, togetherness, and effective communication.

4.2. Opportunities in Work and Employee Productivity

A significant positive relationship between opportunities for growth and development and productivity further supported Hypothesis 2 (H2). By availing themselves of employee training, development, and career advancement schemes, the assessment showed that those employees exhibited higher commitment, organizational attachment, and productivity. This is consistent with Dachner et al. [19], whose assertions pointed to the notion that investment definitely improves both general and specific human capital, as well as overall organizational performance. Employees have training and development needs that include developing new competencies and skills, career enhancement, and personal development. These are some of the opportunities that, when an organization puts into consideration, they stand a better chance at retaining their human resources and hence competing well in the market.

4.3. Nature of Job and Employee Productivity

The findings also showed that the nature of the job had the greatest effect and overwhelmingly validated Hypothesis 3 (H3). Workers who occupy positions for which they are trained, derive interest in, and are committed to, are content and productive. This finding supports the work of Tahir and Awan [33], who noted that when employees are provided with interesting and challenging tasks, they perform better and have high morale. Bank employees reported that when they believe in their work's goals and objectives, they are more likely to devote themselves to their efforts and produce quality results. It is evident that when developing a job, it is possible to take into account the strengths and career aspirations of the employees; moreover, this approach will lead not only to the attainment of improved levels of productivity but also to the achievement of longer-term employee retention.

5. Conclusion

The results obtained in this study reflect the evidence on organizational productivity antecedents, pointing to the fact that work attitudes, opportunities in work, and the nature of the job are the decisive factors. Still, new ideas that are applicable specifically to the Malaysian workplace were discovered in this research. However, different variables were identified to be important in this context as opposed to what was discovered by other systems of research from around the world; more concentration is given to work and family balance and types of leadership, while in Malaysia, the nature of the job was discovered to be the dominant factor. This could be attributed to a culture that directly encourages individuals to focus and perform based on their roles in the organization. These results indicate that universal workforce practices should be avoided since cultures and organizational structures differ widely.

5.1. Theoretical Implications

This research enhances the theoretical comprehension of employee productivity by corroborating Herzberg's Two-Factor Theory within a Malaysian framework. Herzberg's theory, which differentiates between hygienic elements (e.g., working conditions) and motivational variables (e.g., opportunities for advancement), was crucial in examining the determinants of productivity. The data confirm that both types of characteristics are critical for boosting employee satisfaction and performance. This study applies the theory to a Southeast Asian context, thereby addressing a notable gap in the literature and establishing a basis for future research in analogous cultural settings. The study's findings offer actionable insights for employers, policymakers, and employees.

5.2. Practical Implications

Employers should prioritize the establishment of a constructive organizational culture that fosters open communication, mutual respect, and acknowledgment of accomplishments. Investing in structured professional development programs, including training and mentorship activities, facilitates employees in acquiring new skills and advancing their careers. Job design must correspond with employees' abilities and ambitions to enhance engagement and satisfaction. Flexible work arrangements and support for employee well-being can significantly improve productivity and morale.

The policymakers have the responsibility of creating a positive working environment. National frameworks for professional standards and continuing professional development might help people prepare for changes in the requirements for workplace skills. The government should provide attractive rewards or subsidies to companies that have invested their money in training programs to make this practice widespread. Additionally, policies promoting diversity, equity, and inclusion can foster improved and more efficient work environments.

Employees should seek assignments in areas and contexts where they are capable, specialized, interested, and comfortable. The proposed growth opportunities can enhance the potential of individuals applying for a particular job, and communicating their professional aspirations to employers can boost their level of job satisfaction. Maintaining competitiveness at work can only be achieved by developing a proactive attitude and continuing to learn throughout life.

5.3. Recommendations

The study's outcomes led to the formulation of subsequent recommendations aimed at enhancing work attitudes, expanding work opportunities, and altering job roles to increase employee productivity. Many of these recommendations are

targeted at employers, policymakers, and employees, all of whom have the potential to actively encourage improvements in workforce engagement.

In order to foster a greater work attitude and positivity, employers should therefore concentrate on the organizational culture. Creating harmony in the workplace and thereby improving morale among the employees is easier when there is good co-worker communication, respect for each other's opinions, and team synergy [35]. Further, employees should be appreciated and may be rewarded for the accomplishments they make in the organization so that they may continue to perform their duties in the best way. Common and routine assessment of staff satisfaction can reveal the problems connected with work attitudes and find solutions for them [36]. Industry players can encourage these efforts by promoting initiative-friendly programs like mental health support and stress awareness and control workshops at the workplace. Extending some form of incentives to organizations that have good employee recognition reward systems in the workplace can also enhance the culture of a positive workplace climate.

The growth and developmental prospects appear to be a critical precondition to enhancing productivity. Human resource aspects portend that employers should embark on professional development programs, including training, certification, and leadership courses. Explicit managerial communication about career paths is beneficial for retention and participation [37]. Also, there should be career development programs where subordinate staff are mentored by senior staff, and this can enhance the development of skills and job satisfaction levels. There is a need for social-political initiatives on the implementation of lifelong learning policies, and these donors should be offered subsidies or tax exemptions regarding sponsoring skill enhancement exercises for their employees.

People's performance is significantly impacted by the type of jobs they perform. Organizations should ensure that positions fit the skills, passions, and vocations of their owners. Trimming and job description analysis are to be performed at least once a year to ensure that these are relevant activities that people find purposeful to accomplish. Such flexibility in job design can also assist organizational members in embracing work and personal life balance, thus improving their productivity [38]. The government can help in these endeavors by offering recommendations and encouragement to organizations to adopt them as job enrichment strategies and use flexible work structures.

The idea of bringing technology and innovation into the work setting is very crucial. Managers ought to adopt technological advancement that enhances productivity, thus freeing the workforce to achieve meaningful goals. Offering training on new technologies makes it possible for employees to adopt new technologies at workplaces [39]. In return, there are strategies that can be adopted by policymakers with the aim of assisting organizations to transform digitally to improve their performance.

Another main area is again back to employee well-being. It is recommended that employers should promote flexible working hours and the new hybrid working model. Counselling services and fitness activities may be needed as part of the overall health and well-being of the staff of an organization. Policy makers can support those regulations that are for reasonable working hours and protection of employees as their inalienable right.

Finally, it is useful to have feedback on the employee's performance on a constant basis to help him or her improve. Employers should foster a culture that encourages employees to express their issues and receive feedback. Performance appraisals should not only evaluate past work but also serve as a platform for discussing career growth and employee needs [40]. Overall, the recommendations, if put into practice, help organizations and policymakers put in place a culture that enhances employee morale, productivity, and engagement [41, 42]. They will help to enhance individual and organizational employability, organizational performance, and overall economic progress [41].

5.4. Limitations and Future Research

However, this study is not without limitations. The use of cross-sectional surveys may lead to response bias in the estimates, augmenting the validity errors. A shortcoming of this category of design is that causality cannot be elucidated among the variables under analysis. Moreover, the study involved only employees in Malaysia, and therefore results cannot be generalized to the entire population and other cultures or organizational settings. Possible ideas for future work include addressing the aforementioned limitations to improve the robustness of the conclusion and its generalization.

Future research should expand on the findings of the current study by using longitudinal designs to compare the productivity change patterns. With such perspectives, it is possible to establish causal relationships. Increasing the sample size across various industries, cultures, and organization sizes can enable the prediction of productivity motives and improve the generalization of the results. Additionally, some factors like leadership, culture, and technology used should be considered to gain a further understanding of the factors influencing the performance of human resources.

5.5. Conclusion

This study credits the work attitude, opportunities for growth, and the nature of the job in influencing employee productivity. These aspects can best be addressed to foster higher engagement among employees, leading to increased productivity levels and, therefore, promoting economic development at large. Adopting policies that support these productivity enablers is imperative for policymakers and employers to create a competitive and vibrant workforce in the evolving global economy. Such steps will assist individual employees and, at the same time, improve organizational performance and society's well-being.

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