Harnessing Institutional Agility for a More Effective and Efficient Government Organization

SAMAH BAYOMEI[1], FATEN DEROUEZ[2], MUJTABA RAMADAN[2], ABDALLAH MOHAMMEDZAIN[2], ELTAHIR SALIM[2], YASSER SOLIMAN[3], MAHMAOD ALRAWAD[2,4]

[1]Business Administration Department,
King Faisal University,
KINGDOM OF SAUDI ARABIA

[2]Quantitative Method Department,
King Faisal University,
KINGDOM OF SAUDI ARABIA

[3]Applied College,
King Faisal University,
KINGDOM OF SAUDI ARABIA

[4]College of Business Administration and Economics,
Al-Hussein Bin Talal University,
JORDAN

Abstract: - Every business relies on its employees, and their attitude toward their job and the results they achieve directly impact the organization's stability and performance. To ensure that the organizational effectiveness process runs smoothly, motivating employees to participate actively is crucial. Without their cooperation and assistance, considerable energy may be wasted. In a competitive global environment, employee productivity is linked to several issues that can hinder an organization's success. Therefore, this study aims to investigate the factors that influence employees' productivity, determine if there is a connection between productivity elements and employee work, and evaluate how incentives affect employees at work and their productivity. The study involved selecting a sample of 116 individuals from different Saudi government agencies, including administrative personnel and managers. The data was gathered using survey questions and analyzed using several statistical techniques. The study results indicate that out of the five tested factors, four of them significantly influence productivity. These factors are health issues, stress, workplace environment, and personality traits. On the other hand, sleep deprivation was found to have no impact on productivity. Accordingly, employees in government organizations acknowledge that addressing health issues, reducing stress levels, improving the work environment, and developing positive personality traits are all critical aspects of enhancing the organization's productivity and achieving its objectives.

Key-Words: - Organizational effectiveness, Global Environment, Productivity, Efficiency& effectiveness, Personality traits, Stress Work environment

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1 Introduction

Higher levels of employee productivity provide various advantages to an organization, [1]. For example, higher productivity seeks to better social progress, appropriate economic growth, and great profitability, [2], [3]. 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 by reducing the cost and improving the high output quality. All of these benefits made employee productivity worthy of attention, [3], [4], [5]. Employee productivity, also known as workforce productivity, refers to the assessment of an individual employee's or a group

of employees' efficiency, [6]. It is commonly measured by evaluating the output of work during specific periods. Generally, an employee's productivity is assessed based on the average performance of other workers who perform similar tasks. The productivity of the entire workforce is crucial for the success of any organization, and therefore, businesses place great significance on enhancing employee productivity.

Employee productivity, sometimes mentions to as workforce productivity, is an evaluation of the effectiveness of an employee or group of employees. Productivity maybe evaluates the output of a worker in each period, [7], [8], [9]. Assessment of an individual worker's productivity is commonly based on the average performance of other workers who perform similar tasks. The efficiency of a workforce is critical to the success of any organization, making employee productivity a critical factor for businesses to consider, [10]. Assessing employee productivity is a crucial aspect of human resource management, and both governments and firms invest significant resources into this process, [11]. Improving employee productivity is one of the foremost objectives for various organizations. This is because a high level of employee productivity brings numerous benefits to both the employees and the organization. For instance, increased productivity leads to greater profitability and economic as well as social progress, [4], [12], [13], [14]. These strategies can enable responses to problems that are partial and provisional, allowing for shared understandings about their nature and how to address them.

In addition, an employee who provides more productivity can gain appropriate employment opportunities, perfect work conditions, and perfect salaries. Further, higher productivity leads to a raised competitive advantage for the organization by reducing costs and improving the quality of output, [1], [4], [15]. A decrease in productivity is so concerning and can be a signal of a serious issue with employees, equipment, office environment, or the organization. Examining the reason behind productivity issues promptly is crucial to prevent potential damage to the department's reputation and revenue loss. To initiate the process, it is advisable to focus on common issues that could potentially impact productivity, [16], [17]. The smallest of things can cause lower levels of productivity in the workplace. Take note and improve on the little aspects of your work habits. Productivity in the workplace is something that does not come overnight. The development process into a culture of doing things, [18].

As per Markos and Sridevi's suggestion, [13], employers should consider investing in labor force participation. Recent research has demonstrated a positive correlation between labor participation and performance outcomes such as retention and productivity, [19], [20], [21], [22], [23], [24]. Some academics argue that employees who participate or engage in their work are more productive because they are motivated to complete their tasks irrespective of personal concerns, [1], [3], [25], [26], [27], [28]. In addition, those who are connected tend to be more focused than their unconnected counterparts. It is also anticipated that the majority of working individuals will participate in such activities. Employee productivity is a widely discussed subject in management that has garnered significant attention from scholars and is regarded as a critical strategy for achieving organizational success.

This study aims to address the following research inquiries: How does sleep deprivation impact employee productivity? What is the relationship between employee health and work productivity? To what extent does stress influence employee productivity? What is the effect of the work environment on employee productivity? The main goal of this study is to test factors that can influence or affect employee productivity in the education sector. Particularly, the study tries to: 1) Define how productivity can affect the employee. 2) Find any relation between productivity and Sleep Deprivation. 3) Determine how health problems can affect productivity at work. 4) Examine how stress impact to employee productivity. 5)Test how the work environment effect employee productivity. 5)Evaluate the effectiveness of personality traits on productivity.

The paper is structured as follows: Section 1 outlines the current research context, research questions, and objectives. In Section 2, a brief literature review, research model, and hypotheses are presented. Section 3 delineates the research method implemented, the development of research measurement, and the data collection procedures in greater detail. Section 4 showcases the data analysis and hypothesis testing processes. Subsequently, Section 5 deliberates on the findings of this study, draws conclusions, identifies research limitations, practical implications, and theoretical contributions, and suggests directions for further research.

2 Literature Review and Hypothesis Development

A widely accepted definition of productivity is output divided by inputs. Nonetheless, there exist several measures that can be employed to enhance productivity, [7], [8], [19], [22], [29]. In practice, total productivity measurements, such as those aggregated for a country, area, or industry, can be highly beneficial, [30], [31], [32], [33]. Enhancing staff productivity is a critical challenge for most businesses. Employee productivity serves as an indicator of individual or group workers' efficiency and directly affects a company's profitability in tangible terms. Productivity can be measured in terms of staff output over a certain time period. In particular, the worker's productivity will be compared to the average for employees performing the same task, [6]. 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, [31], [34]. 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, [12]. If the same number of employees start producing more goods or services than in the previous period, productivity will increase, "perhaps due to changing working conditions." In [35], the definition of employee productivity is clearly defined in the preceding discussion. Employee productivity is cited as a crucial predictor of company 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 a fundamental organizational approach, according to the report.

2.1 Sleep Deprivation

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, [36], [37], [38], [39], [40]. Therefore, we can hypothesize the following statement:

H1: There is a significant relationship between sleep deprivation and employee productivity.

2.2 Employee Wellbeing

Research studies have consistently shown that there is a strong correlation between the overall health of employees and their productivity levels in the workplace, [41], [42], [43], [44], [45], [46], [47], [48], [49]. When employees suffer from health problems as a result of work-related factors such as stress, poor ergonomics, or exposure to harmful substances, they are more likely to experience absenteeism due to illness. In addition, these health issues can also lead to decreased job satisfaction, reduced creativity, and lower quality of work output. Several hypotheses have been proposed to explain this link between employee health and productivity, [50]. One hypothesis suggests that when employees are in poor health, they may struggle to concentrate and perform tasks efficiently, leading to slower work completion times and increased errors. Another hypothesis proposes that unwell employees may feel less motivated to complete their work, leading to lower levels of productivity and engagement overall. Overall, it is clear that maintaining good employee health should be a top priority for employers, [48]. By implementing strategies to promote employee well-being, such as providing ergonomic working conditions, offering mental health support services, and promoting healthy living habits, employers can help ensure their workforce remains productive, engaged, and motivated. Therefore, we can hypothesize the following statement, [41].

H2: There is a significant relationship between employees' health and their productivity.

2.3 Stress and Anxiety

The relationship between stress and employee productivity is well-established, as evidenced by a previous study that demonstrated the impact of stress levels on production, [22], [45], [50], [51], [52], [53], [54], [55], [56], [57], [58], [59], [60]. The study found that when employees received support from their supervisors and financial rewards, the negative effects of stress on productivity were mitigated to some extent, [53]. On the other hand, factors such as a negative work environment or personal issues tended to exacerbate stress levels, leading to reduced engagement and job satisfaction. In particular, high levels of stress can cause employees to function passively and experience significant dissatisfaction. This can have a

detrimental effect on not only individual performance but also team dynamics and overall organizational effectiveness, [54]. Therefore, employers must recognize the importance of managing stress in the workplace and implementing strategies to promote employee well-being. By providing resources such as mental health support services, offering flexible work arrangements, and fostering a positive work culture, employers can help reduce stress levels and improve employee productivity and job satisfaction, [55].

H3: There is a significant relationship between stress and an employee's productivity.

2.4 Working Conditions

The work environment plays a critical role in shaping the productivity levels of employees. While both physical and behavioral aspects of the workplace can have an impact, research has shown that the behavioral aspects tend to have a greater influence on employee productivity, [61], [62], [63], [64], [65], [66]. For example, factors such as organizational culture, communication practices, and leadership styles can all significantly impact the effectiveness and efficiency of employees. A positive work culture that values collaboration, creativity, and open communication tends to promote higher productivity levels among employees, [64]. Conversely, a negative work environment characterized by conflicts, micromanagement, or lack of support can lead to decreased motivation and engagement, resulting in lower productivity levels. In addition to these behavioral aspects, the physical layout of the office can also have an impact on employee productivity. Factors such as comfort, lighting, and noise levels can all affect how comfortably and effectively employees can work. For instance, an office with adequate lighting, comfortable seating, and minimal distractions is likely to promote higher levels of concentration and productivity than one with poor lighting, uncomfortable furniture, and high levels of noise, [65]. Overall, it is clear that the work environment plays a central role in shaping employee productivity levels. By creating a supportive, positive work culture and providing a comfortable physical environment, employers can help maximize the productivity levels of their workforce, [5].

H4: There is a significant relationship between work environment and employee productivity.

2.5 Personality Characteristics

There is a link between employee productivity and personality attributes Many ideas exist to explain how workerism's many traits affect their productivity, [27], [67], [68], [69]. The concept of workerism and its impact on productivity has been studied extensively, with several theories put forth as to how various traits of workers can influence their productivity levels. One such idea is that neuroticism and productivity have an inverse relationship, meaning that individuals who score high on measures of neuroticism - such as anxiety, insecurity, and self-doubt - are likely to be less productive in the workplace, [69]. This could be due to factors such as increased distractibility and difficulty focusing, as well as a tendency towards negative thinking and self-criticism.

On the other hand, extroversion - characterized by outgoingness, assertiveness, and sociability - has been linked with higher productivity levels. Individuals with these traits may be better able to communicate effectively with colleagues and clients, build strong relationships, and handle workplace pressures and responsibilities with ease. A third factor that has been found to contribute positively to productivity is receptivity to new experiences. This trait involves a willingness to explore new ideas, take risks, and adapt to changing circumstances. Workers who possess this trait may be more creative and innovative, able to come up with novel solutions to problems and find ways to improve processes and workflows. Overall, these three factors - neuroticism, extroversion, and receptivity to new experiences - all play a role in shaping the productivity levels of workers in different ways, [70], [71].

H5: There is a significant relationship between personality traits and employee productivity.

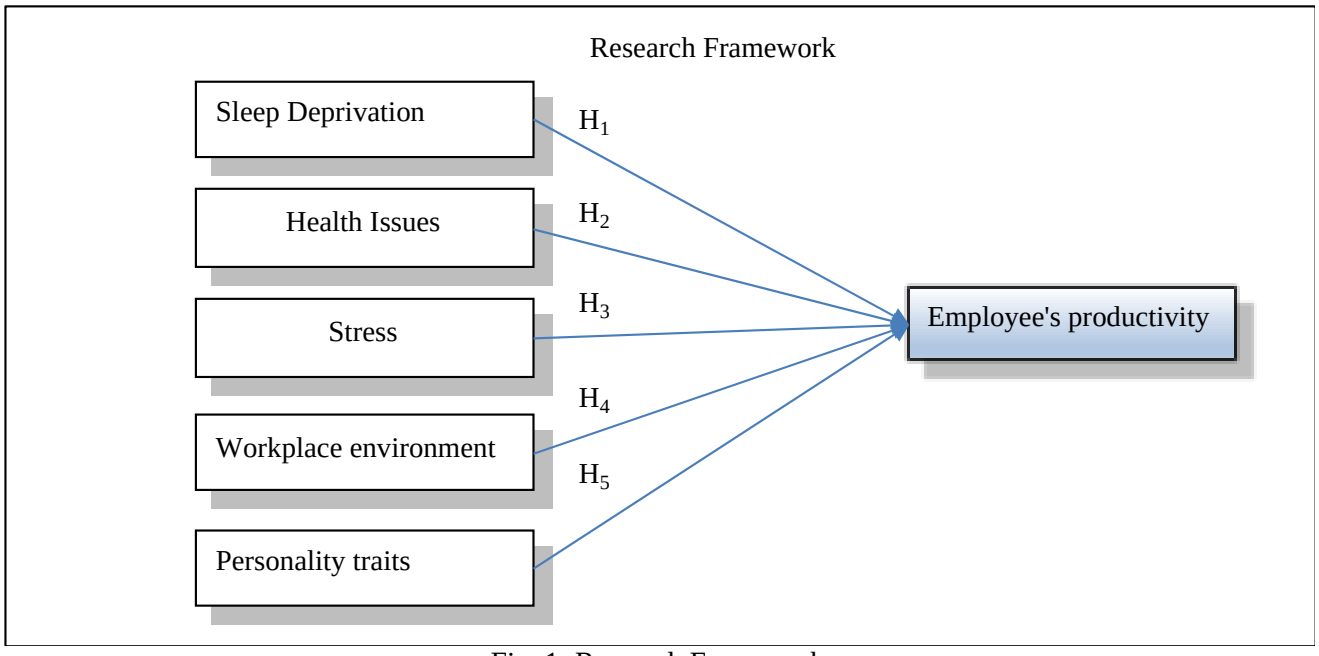

Fig. 1: Research Framework

3 Research Methodology

This study aims to investigate the factors that influence employees' productivity, determine if there is a connection between productivity elements and employee work, and evaluate how incentives affect employees at work and their productivity. Therefore, a conceptual model was proposed based on prior research and tested using empirical data. A questionnaire adapted from previous literature was utilized to achieve this goal. Numerous statistical techniques and procedures were employed to validate the research hypotheses. This section presents a comprehensive overview of the methods employed in the current research. Our research framework is presented in Figure 1.

3.1 Measurement Development

The questionnaire you mentioned is a tool designed to assess various aspects of an individual's well-being. It consists of 29 questions, which are divided into five sections, each focusing on a different area of concern. The questionnaire was adapted from previous literature and refined with the help of a group of experts, [42], [51], [53], [56], [72], [73]. The first section of the questionnaire deals with sleep deprivation. In this section, participants are asked about their sleep patterns and habits. The second section focuses on health issues. This part of the questionnaire asks about an individual's overall health status, as well as any specific health concerns they may have, such as chronic conditions or illnesses. The third section deals with stress. The fourth section examines the workplace environment. Here, participants are asked about their job satisfaction, relationships with coworkers and supervisors, and general perceptions of their work environment. Finally, the fifth section delves into personality traits. This part of the questionnaire aims to assess various aspects of an individual's personality, including their level of extroversion/introversion, their emotional stability, and their tendency towards optimism or pessimism. All items in this section were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

3.2 Participants and the Process of Data Collection

The study aimed to gather information about the administrative personnel, managers, and all other administrative staff members from various Saudi government agencies. In order to collect data for the study, a non-probability sampling technique was utilized. The sample size for this study was 116 participants, who were selected from the aforementioned target population using the convenience sampling methodology.

4 Analysis

Before initiating the analysis process, the collected data underwent a screening procedure to identify and eliminate any outliers or non-engaged responses. To accomplish this, a method

recommended by [74], was implemented, which entails computing and recording the standard deviation value for each respondent. Respondents who provided identical or near-identical responses to most or all of the survey questions, such as consistently selecting "strongly agree" (1) or "strongly disagree" (5), were deemed non-engaged and subsequently excluded from the dataset. The empirical data was then used in testing the research hypotheses using multiple regression analysis.

sleep deprivation are due to the age level. The positive effect of sleep deprivation level was also shown, one to increase the variable by 0.14. Where the value of income at F= 24.11 and R^2 =0.033, 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 shows one to increase the variable by 0.107. Also, the value of education at F =126.09 and R^2 =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 was also shown to increase

Table 1. Test results of the relation between model variables

Variable	Group	Intercept	X*n*	Sum of squares	Mean square	F	R^2
Sleep Deprivation	Age	3.50	0.14	17.08	1.43	2.0500**	0.0044
	Income	1.85	0.107	22.44 **	4.91 *	24.110**	0.033
	Edu	1.17	0.46	11.76 **	11.23 **	126.090**	0.15
Health Issues	Age	2.55	-0.014	13.38**	0.16	0.0260	0.00003
	Income	1.87	0.18	11.97 **	4.45*	19.780**	0.027
	Edu	2.44	-0.007	13.31 **	-0.09	0.008	0.0001
Stress	Age	2.45	0.015	16.24 **	0.20*	0.00005	0.04
	Income	2.46	0.001	19.63) **	0.05)	0.002	0.004
	Edu	2.38	0.04	14.77 **	0.60	0.360	0.0005
Work Environment	Age	2.37	0.038	14.69 **	0.49*	0.0003**	0.24
	Income	2.40	0.008	17.94 **	0.23	0.054	0.0007
	Edu	2.32	0.05	13.46**	0.72	0.52	0.0007
Personality Traits	Age	2.24	0.006	15.45 **	0.091*	0.0084**	0.00001
	Income	2.63	0.32	15.66 **	7.34**	53.94**	0.104
	Edu	1.18	0.19	11.75 **	2.98*	8.93**	0.127

4.1 Sleep Deprivation

The sleep deprivation hypotheses suggest that there is a significant relationship between sleep deprivation and employee productivity. Sleep deprivation can have a significant negative impact on productivity. Studies have shown that people who are sleep deprived are less productive, have slower reaction times, and make more mistakes than those who get enough sleep, [39], [40], [75]. Sleep deprivation can also lead to decreased concentration, impaired decision-making, and difficulty with problem-solving. In addition, people who are sleep deprived often feel tired and unmotivated, which can further reduce their productivity. However, as shown in Table 1, the rest result shows that there is no relationship between sleep deprivation and productivity. 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.
Where the value of the age at F =2.05 and R^2= 0.004, means that about 0.4% of the changes in the variable by 0.46. The 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 of more than 8000 were the highest strongly disagreed. In addition, employees with a bachelor's 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 H1.

4.2 Employee Wellbeing

The employee well-being hypotheses suggest that there is a significant relationship between employee's health and their productivity, [76], [77], [78], [79]. The relationship between health issues and productivity is a two-way street. Poor health can lead to decreased productivity, while increased productivity can lead to improved health. Poor health can lead to decreased energy levels, difficulty concentrating, and an inability to complete tasks in a timely manner, [80], [81], [82]. This can result in

decreased productivity and missed deadlines. On the other hand, increased productivity can lead to improved physical and mental health. Working hard and achieving goals can give people a sense of accomplishment and satisfaction that can help improve their overall well-being. Additionally, increased productivity may also lead to improved financial security, which can further improve overall health.

After taking the mean of all responses in the survey, the below result and relationship were found as shown in Table 1; 62.56% of participants found that there is a relationship between health and productivity. 62.56% either agreed or strongly agreed that health directly affects their productivity. As part of the analysis, we took the age, income, and education versus productivity factors and found the following result.

The statistical result of the equation indicates the significance of the estimated model. Where the value of the age at F =0.026 - and R^2 =0.00003, which means that about 0.003% of the changes in health issues are due to the age level. Which means there is no effect from age to health. Where the value of income at F =19.78 and R^2= 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 shows one increase in the variable by 0.18. Also, the value of education at F=0.008- and $R^{2=}$ 0.0001, which means that about .01% of the changes in health issues are due to the level of education. This means there is no effect of education on health issues. The age group 30-40 scored the highest in finding a strong relationship between health issues and productivity. Employees with an income of more than 8000 strongly agreed positively with the relationship, as well as employees who have bachelorism's degrees 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%, which 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.

4.3 Stress and Anxiety

The Stress and Anxiety hypotheses suggest that there is a significant relationship between stress and an employee's productivity. The relationship between stress and productivity is complex. In general, high levels of stress can lead to decreased productivity due to fatigue, distraction, and difficulty concentrating. However, some people can use stress as a motivator and can increase their productivity when under pressure, [22], [45], [50], [51], [52], [53], [54], [55], [56], [57], [58]. Ultimately, individuals need to find the right balance between stress and productivity to maximize their performance.

After taking the mean of all responses in the survey, the below result and relationship were found as shown in Table 1. As part of the analysis, we took the age, income, and education versus productivity factors and found the following result.

The statistical results of the equation indicate the significance of the estimated model. Where the value of the age at F=0.00005 and R^2 =0.04 means that about 4% of the changes in stress are due to the age level. The positive effect of stress level was also shown to increase the variable by 0.015. Where the value of income is at F=0.002- and R^2 =0.004, which means there is no effect from income to the stress. Also, the value of education at F=0.36-and R^2=0.0005, which means there is no effect from education to stress.

4.4 Working Conditions

The work environment hypotheses suggest that there is a significant relationship between work environment and employee productivity. After taking the mean of all responses in the survey, the below result and relationship were found as shown in Table 1; 61.78%of participants found a relationship between work environment and productivity. However, the percentage is strong enough to positively 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:

The statistical result of the equation indicates the significance of the estimated model. Where the value of the age at F =0.0003 and R^2= 0.24 means that about 24% of the changes in the work environment are due to the age level. The positive effect of the work environment level is also shown to increase the variable by 0.038. Where the value of income at F =0.054- and R^2 =0.0007, which means there is no effect from income to the stress. Also, the value of education at F =0.52-and R^2=0.0007, which means there is no effect from income to stress.

4.5 Personality Characteristics

The personality traits hypotheses suggest that there is a significant relationship between personality traits and employee productivity. The relationship

between work environment and productivity is a complex one. A positive work environment can lead to increased productivity, while a negative work environment can lead to decreased productivity. Factors that can influence the relationship between work environment and productivity include job satisfaction, job security, physical comfort, and the availability of resources. A positive work environment that provides employees with job satisfaction, job security, physical comfort, and access to resources can lead to increased motivation and higher levels of productivity [27], [67], [68], [69]. Conversely, a negative work environment that lacks these factors can lead to decreased motivation and lower levels of productivity.

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 in Table 1.

Where the value of the age at F =0.0084 and R^2= 0.00001 means that about 0.001% of the changes in personality traits are due to the age level. The positive effect of personality traits levels also showed one to increase the variable by 0.006. Where the value of income at F =53.94 and R^2= 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 shows one increase in the variable by 0.32. Also, the value of education at F =18.93 and R^2= 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 was also shown to increase the variable by 0.19.

Personality traits can have a significant impact on productivity. People with certain personality traits, such as conscientiousness, are more likely to be productive than those without these traits. Conscientious people tend to be organized, goal-oriented, and self-disciplined, which can help them stay focused and motivated to complete tasks. Other personality traits that can influence productivity include extroversion, agreeableness, openness to experience, and emotional stability. Extroverted people may be more likely to collaborate with others and take initiative in their work. Agreeable people may be better at working with others and resolving conflicts. Openness to experience can lead to creative problem-solving and new ideas. Finally, emotionally stable people may be better able to handle stress and remain productive under pressure.

5 Discussion

The purpose of this research is to examine the factors that impact employee productivity and to investigate whether there exists a relationship between these factors and employees' work. Additionally, the study aims to assess the effect of incentives on employees' productivity at their workplace. A sample group of 116 individuals, including administrative personnel and managers from various Saudi government agencies, was selected for the study. The researchers utilized survey questions to gather data, which was then analyzed using multiple statistical techniques. Based on the analysis conducted, it was found that four out of the five factors tested have a significant impact on productivity. The research findings largely supported the proposed hypotheses, and several conclusions can be drawn from these results. The study results indicate that out of the five tested factors, four of them significantly influence productivity. The result of this analysis mostly supported its proposed hypotheses, and several findings can be drawn from these results.

Based on the analysis conducted, the factors were ranked in order of importance in terms of their impact on employee productivity. Personality traits were found to be the most important factor, followed by health issues and workplace environment. Stress was also found to have a significant impact on productivity, scoring 57.61% in terms of its influence. On the other hand, sleep deprivation was rejected as a strong determinant of productivity, with a score of only 36.21%. Similar to previous research, [1], [83], [84], our findings suggest that organizations need to focus on improving the workplace environment and creating policies that support good health and mental well-being. It is also clear from the research that effective human resource management is crucial for ensuring overall organizational effectiveness.

According to the Saudi Vision 2030, King Salman bin Abdul-Aziz Al-Saud approved to launch "King Salman Program for Human Resources Development", [85], to increase human resource productivity, develop their functional abilities, and prepare the leaders. The goals of the program: raising the performance quality and work productivity of government employees, 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 expected findings. However, 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 health issues, 57.61% for stress, 61.78% for the work environment, and 63.22% for personality traits. Research data has confirmed hypotheses two, three, four, and five.

In contrast to previous research that suggested a negative impact of sleep deprivation on work productivity, a recent study revealed that lack of sleep has minimal effect in this regard. The study's findings contradict earlier literature that indicated adverse effects of sleep deprivation on productivity, including studies, [73] and others, [40], [73], [75], [86], [87]. In Powell and Copping's study, for example, sleep deprivation was shown to significantly affect the productivity of construction workers. However, the difference in results between these studies may be attributed to differences in sample selection. Specifically, Powell and Copping's research tested the impact of sleep deprivation on productivity among physically demanding jobs, while our study focused on mentally stimulating or sedentary jobs, such as desk jobs.

In addition, the present study findings support several previous literature regarding health problems and adverse effects on productivity at work, [76], [77], [78], [79]. Therefore, health problems should be considered an important risk factor for productivity and hence the main focus of health interventions (in the workplace). Furthermore, there is evidence that a number of employees have been reported to be under stress. Employees whose job 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 the work environment on their productivity. The finding of personality traits is consistent with previous survey studies and indicates that at least part of the personality impact has an influence on work through productivity.

6 Conclusion and Recommendations

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 may be 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 organizations in GCC to find out whether similar results will obtain in terms of determining the implication of adequate factors affecting employees to other organizations.

The most important Harnessing Institutional Agility for a More Effective and Efficient Government Organization in GCC:

- Establish a culture of innovation: Establishing a culture of innovation within the government organization is essential for harnessing institutional agility. This can be done by encouraging employees to think outside the box and come up with creative solutions to problems, as well as rewarding innovative ideas and initiatives.
- Streamline processes: Streamlining processes within the organization can help to reduce bureaucracy and make it easier for employees to get things done quickly and efficiently. This can include automating certain processes, such as document management, or introducing new technologies that can help streamline operations.
- Foster collaboration: Encouraging collaboration between departments and teams can help to foster a more agile environment in which ideas are shared freely and quickly implemented. This could involve setting up regular meetings between teams or introducing new tools that facilitate communication between departments.
- Embrace change: Change is inevitable in any organization; it's important to embrace it rather than resist it. This could involve introducing new policies or procedures that allow for more flexibility in how tasks are completed or encouraging employees to take risks and try out new ideas without fear of failure.
- Invest in training: Investing in training programs for employees can help them stay up to date with the latest technologies and trends, which will enable them to work more efficiently and effectively within the organization. It's also important to ensure that all staff members have access to the same resources so they can work together more effectively as a team.
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6.1 Research Limitation

While the present study has certain limitations, one of the most significant ones is its reliance on self-reported survey questionnaires, which may be less reliable than other methods like focus group interviews or experimental approaches. The limitations of the self-reporting method are well-known and often discussed in social science and business research, as it may not provide readily generalizable results. Nonetheless, using self-reported surveys allows researchers to explore complex social phenomena like customer behavior across a large segment of society, and these benefits outweigh the limitations when a rigorous methodological approach is applied, particularly when considering cost-benefit analyses.

This study focuses on the influence of five factors (sleep deprivation, health issues, stress, workplace environment, and personality traits) on employee productivity, acknowledging that there may be other factors at play. While this approach has its limitations, businesses need to gain a deeper understanding of these factors and how they affect productivity. This research represents a small step towards broadening researchers' understanding of productivity factors in the context of Saudi Arabia. Future studies could expand upon these findings by incorporating additional factors or testing them with larger and more diverse samples, potentially exploring how perceptions differ based on variables such as job type, age, gender, and experience.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

Conceptualization: Samah Bayomei.
Data curation: Samah Bayomei
Formal analysis: Faten Derouez.
Funding acquisition: Mujtaba Ramadan
Investigation: Samah Bayomei
Methodology: Abdalla Mohammedzain, Eltahir Salim/
Project administration: Mahmaod Alrawad
Resources: Samah Bayomei, Mahmaod Alrawad
Supervision, Mahmaod Alrawad
Software: Faten Derouez
Validation: Samah Bayomei, Faten Derouez
Visualization: Abdalla Mohammedzain
Writing – original draft: Samah Bayomei, Faten Derouez, Mahmaod Alrawad
Writing – review & editing: Mahmaod Alrawad Yasser Soliman

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