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## **Employee Competence, Corporate Culture, and Employee Productivity: An Empirical Review**

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# Employee Competence, Corporate Culture, and Employee Productivity: An Empirical Review

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## Abstract

This article explored the relationship between employee competence, corporate culture, and employee productivity, highlighting its critical impact on organizational success. The study aimed to assess these elements and their collective influence on employee productivity in the Kenyan context. It employed the Human Capital Theory as its theoretical framework, positing that investment in employee skills and knowledge is vital for enhancing worker efficiency. Methodologically, the study relied on review of empirical data and analysis of other existing literature. The empirical findings revealed a significant relationship between employee training and higher productivity rates, underscoring the importance of skill enhancement for effective work outputs. The study also found that corporate culture, particularly one that values collaboration, empowerment, and open communication, plays a pivotal role in leveraging employee competencies and boosting their productivity. Additionally, it was observed that environments promoting continuous learning significantly amplify the impact of employee skills on productivity. Create culture, collaborative culture and competitive culture significantly contribute to higher productivity and were identified as key to achieving organizational objectives and enhancing employee competence development. The article concluded that both employee competence and corporate culture are crucial drivers of employee productivity. It was evident that strategic investments in employee training and development led to more efficient and effective outputs. The interplay between employee competence and effective corporate culture was found to be essential in supporting workers achieve their set targets leading to organizational success. The study recommends that organizations should prioritize and invest in employee training and development programs, foster a create, collaborative and compete or market driven corporate culture that is supported by transformational leaders, work-life balance, technological advancements, strategic employee engagement, and corporate strategies to achieve high employee productivity.

**Keywords:** *Employee Competence, Corporate Culture and Employee Productivity*

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## 1.1 Introduction

Employee competence, corporate culture, and employee productivity form a triad that significantly impacts the success of any organization. In recent years, the interplay between these elements has garnered increasing attention from both academicians and industry leaders. A pivotal study by the Harvard Business Review (2020) highlighted that companies with a strong corporate culture, underpinned by competent employees, showed a remarkable 4% to 5% increase in employee productivity annually. This correlation underscores the importance of fostering an environment where skills development and cultural alignment to organizational goals are prioritized. According to McKinsey Global Institute (2020), more than half of employees report being relatively unproductive at work. The Covid pandemic led to challenges in gauging employee productivity, especially with hybrid and remote-working models. McKinsey Global Institute (2020), survey of over 15,000 workers across seven countries revealed that employee disengagement and attrition could cost a median-size Standards and Poor's (S&P 500) company between \$228 million and \$355 million annually in lost productivity. The survey identified four distinct corporate cultures ranging from create culture/adhocracy culture, control culture or clan culture, control to hierarchy culture, and compete or market driven cultures (OCAI Online). The data suggests a direct correlation between employee competence, commitment, corporate culture and self-reported productivity. Factors influencing employee productivity include the staff competence, corporate culture, recognition, compensation, and work-life balance. The survey emphasizes the need for tailored strategies to enhance employee competence and corporate culture for enhanced employee productivity across different worker segments.

In the first quarter of 2023, U.S. worker productivity dropped by 2.7%, followed by a 3.7% increase in the second quarter, reflecting the changing dynamics of the workforce. Globally, disengaged employees result in an annual productivity loss of about \$8.8 trillion, with U.S. employers alone losing \$483 to \$605 billion. The shift towards remote work has positively impacted productivity, with a 20-25% increase in organizations supporting remote work and 66% of employees stating that flexible arrangements enhance their productivity. However, only 21% of employees feel fully productive for an entire workday, highlighting a significant gap in workplace efficiency.

The concept of employee competence extends beyond mere technical skills to encompass soft skills, adaptability, and continuous learning. LinkedIn Learning (2021) Workplace Learning Report found that 69% of organizations are prioritizing skill-building, especially in leadership, project management, and emotional intelligence. This shift reflects an understanding that employee competence is a dynamic attribute, vital for adapting to rapidly changing market demands. On the other hand, corporate culture plays a critical role in harnessing these competencies. The American Psychological Association's (2019) survey on workplace culture revealed that 58% of employees in a positive work environment felt more motivated and were likely to have higher productivity levels. Furthermore, a Gallup, (2019) study demonstrated a strong linkage between employee competence, engagement and employee productivity, with highly engaged teams showing 21% greater profitability. These findings suggest that a workplace that values and develops its employees' competencies, and nurtures a supportive culture, is not just a more pleasant place to work but is also more efficient and successful organization.

In Africa, the prevailing trends in 2023 show a continued prevalence of remote work and virtual collaboration, with many companies adopting hybrid models (Wood & Bischoff, 2022). This shift impacts communication processes, necessitating efficiency to maintain employee productivity. The increased use of artificial intelligence and automation is also notable, aimed at enhancing employee efficiency across various industries. Furthermore, the adoption of agile and flexible work methods, such as Scrum and Kanban, and the use of digital tools for project management are on the rise (Ozkan, Bal, Erdogan, & Gök (2022). Mental health and well-being have become focal points, with companies implementing supportive policies and programs with the sole objective of improving worker productivity. These trends highlight a significant cultural shift in the workplace, prioritizing flexibility, technology integration, and employee well-being to improve overall corporate performance.

This article looks at how the competences of employees and corporate culture can affect how much work gets done. This is especially key for Kenya, as it is working to grow its economy and do well in business. The article explores how the abilities of employees and the atmosphere at work either help or hinder a company's success. This information is useful for people in business and those who make policies, as it helps them create better work environments that improve how much work gets done. The article starts with a problem statement which talks about the main issues in Kenyan workplaces. This part points out what needs to be improved. Then, the methodology section uses research and theories to give a full view of the topic. The theory part adds ideas and models about employee skills and workplace culture. The empirical review looks at real examples and studies, leading to the discussions section where these findings are looked at closely. The article ends with conclusions and recommendations, giving practical advice and ideas on how to enhance employee productivity in Kenya.

## 1.2 Problem Statement

In the realm of Kenyan business context, a notable issue lies in understanding the relationship between employee competence, corporate culture, and employee productivity. Recent statistics have illuminated a concerning trend, despite Kenya's strong economic growth, averaging 5.7% in 2019 according to the World Bank, productivity growth has remained relatively stagnant. A study by the Kenya National Bureau of Statistics (2020) revealed that the productivity level in key sectors has not kept pace with economic growth, indicating a potential mismatch between employee skills and job requirements. Furthermore, Federation of Kenya Employers (2021) survey highlighted that 62% of Kenyan companies struggle with finding employees with the right skill sets, emphasizing the gap in employee competence that are relevant to the industry needs.

Corporate culture in Kenya also presents a challenge. The Global Competitiveness Report (2019) by the World Economic Forum ranked Kenya 95<sup>th</sup> out of 141 countries in terms of business dynamism, a metric that includes corporate culture. This ranking suggests that Kenyan work environments might not be conducive to maximizing employee potential. Additionally, study by KIPPRA (2022) indicated that only 30% of Kenyan employees feel fully engaged at work and their increasing their productivity index. Disengagement of workers is mainly attributed to dysfunctional corporate culture aspects, incompetent workforce, poor leadership, workplace practices, and employee motivation, all of which directly impact on productivity.

Despite these insights, there remains a significant research gap in explicitly linking employee competence and corporate culture with employee productivity in the Kenyan context. Most

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existing studies tend to focus on either employee skills or corporate culture in isolation, without considering their combined effect on employee productivity. Moreover, there is a lack of comprehensive research that contextualizes these elements within the unique socio-economic framework of Kenya. Therefore, this article sought to bridge this gap by providing an in-depth analysis of how employee competence and corporate culture intertwine and influence employee productivity in Kenyan businesses, a crucial consideration for fostering economic growth and competitiveness in the country.

### **1.3 Objective of the Study**

The objective of the study was to assess the influence of employee competence and corporate culture on employee productivity in Kenya.

### **2.1 Theoretical Review: Human Capital Theory**

The Human Capital Theory was first proposed by Schultz (1961) and Becker (1964), and it posits that individuals' skills and knowledge, acquired through education and training, constitute 'capital' that can significantly enhance their productivity and efficiency in the workplace (Becker, 1964). This perspective aligns seamlessly with the focus of the study on employee competence, underscoring the importance of investing in employee skills as a means of boosting organizational productivity.

In exploring the relationship between corporate culture and productivity, the Human Capital Theory offers valuable insights. It suggests that a work environment fostering continuous learning and skill development is instrumental in optimizing the human capital within an organization. Studies by Spender (1996) and Wright et al. (1994) have demonstrated that organizational culture plays a pivotal role in shaping the ways in which human capital is developed and utilized. Therefore, by examining how corporate culture influences employee competence, the study can elucidate the processes through which human capital is effectively cultivated and deployed in Kenyan workplaces.

Furthermore, the relevance of the Human Capital Theory to this study lies in its ability to provide a structured approach to understanding the role of people competences in the complex aspects of employee productivity. As argued by Becker (1993), the quality of human capital is a significant determinant of employee productivity. By integrating this theory, the study can effectively analyse how the competencies of employees in Kenya, shaped by their educational background and training, interact with the prevailing corporate culture to influence overall employee productivity.

### **2.2 Empirical Review**

A significant body of work focuses on how employee competence directly impacts employee productivity. For instance, a study by Hasan and Kerr (2020) found that companies investing in employee training and development reported higher staff productivity rates. This supports the assertion that enhancing employee competences leads to more efficient and effective work outputs. Similarly, research by O'Neill and Kramar (2018) highlighted that organizations with a strategic approach to developing employee competencies tend to outperform their competitors, emphasizing the role of competence development in achieving organizational success.

The influence of corporate culture on employee productivity has also been extensively studied. A seminal study by Hofstede (2011) demonstrated that organizational cultures that value

collaboration, team spirit, innovativeness, employee empowerment, and open communication foster environments where employees can fully utilize their competencies, leading to increased employee productivity. Further, research by Al-Amri et al. (2019) found a strong correlation between positive organizational culture and employee productivity, particularly in environments that prioritize internal and external customer needs, team work, employee well-being and engagement. These findings suggest that corporate culture is not just a backdrop for employee activities but a critical driver of how effectively those activities are performed.

Moreover, the interplay between employee competence and corporate culture has been explored in recent research. A study by Zhao et al. (2020) indicated that in cultures promoting continuous learning and innovation, the impact of employee competencies on staff productivity was significantly amplified. This suggests that corporate culture can either enable or hinder the practical application of employee skills. Additionally, research by Kim and Ployhart (2020) showed that organizations that align their culture with their competency development programs achieve higher productivity, underscoring the importance of integrating these two aspects.

A study by Harter, Schmidt, and Hayes (2002) showed that higher employee engagement levels are strongly associated with better productivity outcomes. This suggests that engaged employees, who are likely to be more competent and aligned with their organization's culture, contribute more effectively to productivity. Additionally, Bakker and Demerouti (2007) demonstrated that work environments fostering employee well-being and motivation lead to higher engagement levels, thereby enhancing productivity.

Leadership styles also play a pivotal role in shaping both corporate culture and employee competence. Research by Bass and Avolio (1994) highlighted that transformational leadership, which involves inspiring and mentoring employees, significantly boosts employee competence development and organizational productivity. This leadership style creates a positive corporate culture that encourages continuous learning and growth, leading to improved productivity.

Moreover, the impact of technology adoption on employee competence and productivity has been a focus of recent studies. A study by Arvan, Leite, and Crane (2019) found that technology-enhanced work environments improve employee productivity, particularly when employees are trained and competent in using these technologies. This underscores the importance of aligning technological advancements with employee skill development within a conducive corporate culture.

A study by Limo and Mureithi (2023) highlights the positive impact of delegation on employee productivity in selected NOREB Counties, Kenya, suggesting that empowering employees with decision-making authority can significantly enhance their productivity, however, this requires that employees have knowledge and skills in decision making. This finding is aligned with the general understanding that delegation requires employees to have the requisite skills to be engaged and motivated in performing the delegated assignment (Limo & Mureithi, 2023).

Additionally, the role of work motivation and employee competence is emphasized as crucial for employee productivity. Research indicates that employee work productivity is closely related to their motivation and the competence they possess (Purwanto, 2020). This underscores the importance of developing employee skills and abilities to improve their productivity. Productivity appraisals also play a significant role in enhancing employee productivity. A study on the effects

of productivity appraisals revealed that productivity appraisal assessment criteria, feedback, rewards, and competence have a substantial impact on employee productivity (Hendri, 2019). This suggests that well-structured and effective employee productivity appraisal systems can be instrumental in boosting employee competence and, consequently enhancing their productivity.

Corporate culture that support work-life balance help drive employee productivity. Maintaining a healthy work life balance culture, and aligning individual and corporate goals leads to increased employee productivity and job satisfaction (Soomro & Shah, 2019). This alignment is essential in the modern workplace, where employees often face challenges in juggling professional and personal responsibilities.

Furthermore, employee competence is particularly emphasized in sectors like the Kenyan commercial banking sector, where training and development are considered vital for improving competencies, which in turn enhances productivity and contributes to organizational productivity (Ngwenya & Pelser, 2020). In the context of public sector organizations like the Ministry of Lands, Environment, and Natural Resources, employee productivity is evaluated in terms of the employee's competence, indicating the high value placed on skill and ability in the workforce (Kurdi & Alshurideh, 2020).

Polychroniou and Trivellas (2018) assessed the impact of national culture and economic ideology in organizations on managers' values in the US which concluded that workplace culture is the determinant of employee selection and employee development in almost all firms. The study also concluded that organizational culture is the key determinant of the type of employees to hire and retain which leads to the overall employee productivity.

Joseph and Kibera (2019) did a study on organizational culture and organizational productivity in universities in Kenya and concluded that the uniqueness of an organization is dependent on the its culture that is shaped by the kind of leadership style and values present in an organization since it impacts in a big way the employee values, stakeholder values, and the university-wide cultural values. Further, the uniqueness of the corporate culture makes the organization outstanding and gives the organization a sustainable competitive advantage hence improving the productivity of employees in the organization.

Lam, Cheung and Lugosi (2022) explored how cultural values impact on employee satisfaction, the study established that corporate culture drive staff motivation, satisfaction, and overall employee's productivity. In Taiwan employees are more satisfied with career planning, salary and benefits, balanced workload, and organizational management. Those in the Chinese companies were more satisfied with organizational management, age, and education. Age bracket is education advancement is considered in the Chinese firms. All the above are considered the values that define these firms as they consider them their source of strength within the organization. A highly competent workforce leads to improved employee productivity and overall organizational productivity (Lam et al, 2022).

A study conducted in Sri Lanka on work life balance and productivity of employees with reference to telecommunication industry in Sri Lanka by (Mendiis & Weerakrody, 2017), this study targeted 100 married employees from two (2) major companies, namely Dialog Axiata PLC and Sri Lanka telecommunication using a sample size of 100. Primary information was collected via use of the questionnaires. The outcomes of the study illustrated a strong association of work life balance and

productivity of employees, employee satisfaction and a strong link of employee job satisfaction and productivity; leading to enhanced employee satisfaction and productivity. However, the study failed to address the direct link of employee competence on employee productivity and organizational productivity and focused only on job satisfaction of employee in the telecommunication industry in Sri Lanka.

In Africa, employee competence and work life balance are key variables that promote employees' productivity. This understanding was enhanced in a study conducted by Abdulraheem (2019) in Nigeria the changing nature of work life balance in Nigeria Higher Institutions. The Study argues that workplace culture that supports work life balance in higher institutions of learning has a direct positive effects on employee productivity. Qualitative method was used to obtain information from the interviews and observation from 20 academic staff and 22 support staff. In this study, work life balance issue was affected by staff knowledge and skills, expansion in work operation, job design and excessive work load. Staff incompetence was responsible for stress and poor job productivity. The findings of this investigation further revealed that poorly trained staff are aggression, associated with organizational conflicts, frequent misunderstanding, staff indiscipline and attrition. In the recommendations, the issue of employee productivity should be highly considered and that corporate culture and employee knowledge monetary rewards of excess work load may not solve the negative impact of work life balance on the job as well as the family life of the workers. However, the study failed to address factors in employee competence that can positively influence employee productivity.

Mulanya and Kagiri (2018) conducted a study on work life balance and employee productivity in constitutional commissions in Kenya. Corporate culture, flexible work schedule, job sharing, staff competences, employee breaks and employee assistance programs were established to affect employee productivity in organization. Descriptive survey and case study designs were used. The 68 employees of the Commission on Revenue Allocation were used. The study found that the organization lacked the arrangement of flexible work schedule which reduced working arrangement that assisted in the productivity improvement. It also found out that lack of flexible work schedule have discourage employees from performing well at the organization and in situations of successful job sharing arrangement that provides for employee breaks worked better after annual leave as long as they are competent.

Research done in the United Kingdom by Kelliher and Anderson (2020) on flexible working practices and the intensification of work assessed employees with flexible working hours and non-flexible counterparts for job satisfaction and hence productivity. Data was collected through focus groups discussion, interviews schedules and questionnaire. The study discussed the concept of work intensification and flexibility in working hours as a contributory element to job satisfaction. The study provides evidence that workers with flexible working hours and appropriate skills had higher levels of job satisfaction and work output than those who did not. The study however, failed to clearly demonstrate whether a positive strong corporate culture and highly competent staff was commensurate to higher employee productivity which forms the basis of this study.

Dennis (2016) conducted a study on relationship between flexible work arrangements and commitment of nursed in public hospital in Kenya. The study adopted cross sectional survey design and 1217 nurses in 27 level 4 and 4 public hospitals were selected. Simple random sampling and sample size of 364 nurses were used. Questionnaires were instruments for collecting primary data

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and analysis involved use of regression analyses. It was found out that compressed work weeks were positively correlated with employee productivity. It also concluded that flexi time, compressed work schedule, shift schedule and job sharing had a positive connection with the productivity of Nurses. However, the study failed to address other the impact of flexible work culture, home culture for telecommuters and its effects on nurse's productivity.

A research by Burke (2023) in Canada on compressed work hours satisfaction and absenteeism in frontline service was carried out. The study moderated mediation model of effects of compressed work hours on absenteeism. Data from 236 respondents was utilized through a survey method. Outcome of the research indicated that compressed work hours satisfaction brought about lower absenteeism and that most women were associated with compressed work schedule than men. The study fails to express how compressed worker weeks affected the employee productivity and how corporate culture affects employee output in compressed work schedules.

Further, studies show that competent employees who work under compressed work schedules had very few cases of work/family conflict in comparison to those workers who did not (Bird, 2019). A practical example involved Patrol Officers in Texas who were relocated to a compressed workweek. Outcomes showed that after at least a year of working on the compressed schedule, 85% of officers felt that it was easier to devote time to family members, while 76% felt it was 'easier to conduct family and personal activities,' (Travis, 2019). Similar outcomes were recorded from other research in industries like manufacturing, service, healthcare, energy and retail (Travis, 2019).

Miebaka *et al.* (2018) conducted a study on telecommuting and organizational productivity of mobile. Telecommunication companies in Nigeria. Telecommuting was an independent variable visa-vi profitability, time and efficiency which were independent variables. A Survey by use of questionnaires was used to collect data. A total of 134 employees in 4 mobile GSM telecommunication companies were used. 100 respondents were arrived at using Yamane formula. Data analysis techniques employed involved use of descriptive and inferential statistics. Outcome of research informed a positive link of telecommuting and employee productivity in organizations that embraced a telecommuting work culture where organizations were embracing it .It was recommended provision of more avenues encouraging employees to work from their places work so as to lessen the costs of hiring offices, space and thus increasing profitability. However, study fails to focus and address telecommuting in public entities like the County Governments but rather puts its efforts on big private corporations.

Muasa (2019) conducted a study on challenges of telecommuting on effective management of staff in the Kenya's Telecom sector, Safaricom. The study explored virtual teams and their challenges and benefits faced by management and suggested solutions to the challenges. A total of 61 members from middle level management were used. A descriptive survey was adopted and questionnaires and interview guide collected primary information. The study found out that implementing telecommuting gave good productivity to team. It further revealed that consultation were made between employee and management on who was to telecommute. That telecommuting devices were put in place to enable communication with remote workers. The study fails to give the understanding of telecommuting to the organization and also focused only on managers and team workers. The study did not address the benefits of telecommuting to the Safaricom and also focused only private entities rather than public entities.

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Zakari, Poku and Owusu-Ansah (2021) conducted a study on organizational culture and organizational productivity in banking industry in Ghana. Research sought to establish the connection of organizational culture and organizational productivity in Ghana. The study variables were measured using five –point Likert scale and using the Denison organizational survey instrument. Data was obtained from nine (9) banks making about sixty percent (60%). A total of 296 respondents from various departments with varied positions were used. Results showed that there was positive association between organizational culture and organizational productivity in banking sector. The study focused only on the private entity and failed to address issues in public entities and specifically on employee productivity. It also failed to articulate how employee competences and corporate culture influence employee productivity.

Henry (2022) carried out research on the organizational culture on productivity in public Health sector in Tanzania. More specifically, he looked at the influence of task organization or organizational productivity, workers attitude and goals of organizational productivity and influence of organizational climate. The 90 respondents were obtained from 264, selected using purposive and judgmental sampling technique. Data was collected using interviews, questionnaires and documentary review. The outcome of the study illustrated that organizational culture, productivity encouraged employee to make decisions, assign of duties, and responsibility on challenging work, feeling of organizational exerts pressure on work and being sensitive to the effect of stress.

### **3.0 Methodology**

The study adopted a critical review approach where the researchers critically analysed and examined the empirical literature, the main variables, and relationships of employee competence, corporate culture, and employee productivity. The critical review methodology is appropriate for this study as it provided the researchers an opportunity to conduct an in-depth study of literature gathered from many sources to produce new and deeper research insights.

### **4.0 Empirical Findings**

#### **4.1 Discussion of Findings**

A substantial amount of research emphasizes the direct impact of employee competence on employee productivity. Hasan and Kerr (2020) found that investments in employee training to enhance staff competence correlate with higher employee productivity rates, suggesting that skill enhancement leads to more efficient work outputs. Echoing this, O'Neill and Kramar (2018) noted that organizations with a strategic approach to developing employee competencies often outperform competitors. The role of employee competence is further emphasized in specific sectors like the Kenyan banking sector, as indicated by Ngwenya and Pelsler (2020), and in public sector organizations such as the Ministry of Lands, Environment, and Natural Resources (Kurdi & Alshurideh, 2020). These findings collectively highlight the critical role of developing and nurturing employee skills for organizational success.

The influence of corporate culture on productivity is also extensively documented. Hofstede's (2011) seminal work underlines that organizational cultures valuing collaboration and open communication enhance productivity by allowing full utilization of employee competencies. Al-Amri et al. (2019) also found a strong correlation between positive organizational culture and productivity. Studies by Joseph and Kibera (2019) in Kenyan universities, and by Polychroniou

and Trivellas (2018) in the US, further affirm that organizational culture significantly influences employee productivity by shaping employee values and stakeholder engagement. These insights point towards the significance of cultivating a positive, empowering, and engaging corporate culture for optimizing employee performance.

Recent research explores the synergy between employee competence and corporate culture. Zhao et al. (2020) and Kim and Ployhart (2020) indicated that cultures promoting continuous learning significantly amplify the impact of employee competencies on productivity. Leadership styles, particularly transformational leadership as highlighted by Bass and Avolio (1994), also play a crucial role in fostering a positive culture and enhancing employee competence, thereby boosting productivity. This interplay is also evident in studies focusing on work-life balance, like those by Soomro & Shah (2019) and Mendiis & Weerakrody (2017), suggesting that a balanced approach leads to enhanced employee satisfaction and productivity.

These findings collectively illustrate a complex but coherent picture where employee competence, nurtured within a supportive and positive corporate culture, leads to heightened productivity. This synergy underscores the necessity for organizations to invest in both skill development and the cultivation of a healthy, empowering work environment.

## **5.0 Conclusions and Recommendations**

### **5.1 Conclusions**

The gathered research conclusively shows that employee competence and corporate culture are critical drivers of employee productivity. It's evident that investments in employee training and development lead to more efficient and effective outputs. Moreover, the role of corporate culture is pivotal; cultures that emphasize collaboration, innovativeness, customer focus, empowerment, and open communication not only enable employees to fully utilize their competencies but also significantly boost their productivity. The interplay between employee competence and corporate culture is critical to organizational performance through enhancement of employee productivity. Positive corporate cultures leads to agile, innovative, and continuous learning work environments that enhances employee competencies and quality and quantity employee outputs. This synergy between employee competences and a supportive work culture is key to employee productivity and overall organizational success.

### **5.2 Recommendations**

Based on these conclusions, it is recommended that organizations should:

- i) Prioritize and invest in employee training and development programs, focusing not just on technical skills but also on soft skills and adaptability to enhance their competences;
- ii) Foster a corporate culture that values collaboration, innovation, customer focus, empowerment, and open communication, as these elements are essential in leveraging employee competencies and effective performance of tasks;
- iii) Develop leadership styles, particularly transformational leadership, to nurture a positive corporate culture and enhance employee competence;
- iv) Embrace technological advancements and align them with employee skill development to optimize productivity in a modern work environment.
- v) Implement tailored strategies to enhance employee productivity, considering the diverse and motivational needs of different worker segments.

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- vi) Regularly assess and adapt organizational strategies to ensure they remain aligned with evolving market demands and employee expectations for enhance worker productivity.

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