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Enhancing Workforce Efficiency Through Behavioural Management Strategies

Viktoriia Borshch^{1*}, Yaroslav Rudyk², Yevhenii Kostyk^{3,4}, Mykhailo Vereskun⁵,
Olena Kabanova⁶

¹Department of Healthcare Management, Odesa National Medical University, Odesa, Ukraine

²Department of Management and Educational Technology, National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine

³Department of Economics, Hryhorii Skovoroda University in Pereiaslav, Pereiaslav, Ukraine

⁴Fond of the Presidents of Ukraine, V. I. Vernadsky National Library of Ukraine, Kyiv, Ukraine

⁵Educational and Scientific Institute of Modern Technologies, State Higher Education Institution "Pryazovskyi State Technical University", Dnipro, Ukraine

⁶Logistics Management Department, Branch of the Classical Private University in Kremenchuk, Kremenchuk, Ukraine

ABSTRACT

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*Correspondence:

viktoriyaborshch@gmail.com

Theoretical and practical research proves the importance of behavioural management tools in managing labour productivity. Therefore, organisations involved in various economic activities implement these tools in human resource management. This article aims to study the impact of behavioural management and management of staff working behaviour in fulfilling the tasks and achieving organisations' goals to increase staff productivity. The article's methodology is based on a quantitative analysis of a survey of 65 employees of organisations of various types of economic activity in Ukraine on behavioural management and productivity. The results indicate the significant role of training, management, and labour organisations in managing organisational behaviour. In particular, employees noted that the most significant impact on their behaviour was the sufficiency of their skills, training, and education. Communication with managers and employees and supervision and guidance by managers have an average level of importance in behaviour management. The details of work plans regarding tasks are significant in the staff's opinion of managing their behaviour. At the same time, staff productivity is directly affected by organisation and training, namely, by such performance components as focusing on tasks, accuracy and quality of their work. Supervision directly impacts the accuracy and quality of tasks performed by organisational staff. An average level of direct relationship was found between the variables of labour organisation, training, communication and employees' efforts to perform work tasks. The study's practical significance lies in developing a methodology for quantifying the indicators of behavioural management and employee productivity.

Job-satisfied employees are more committed and productive in their work and thus are one of the most important assets for companies. Managing human resources and creating an employee-friendly organisational culture ensures employees are more productive and on track to meet their tasks and organisational goals (Lakshmi et al., 2024). At the same time, productivity has two important components: the physical work environment and the behavioural environment, which should facilitate employee interaction (Haynes et al., 2017).

Human resource management directly impacts staff performance and productivity at various levels (Katou & Budhwar, 2015; Ngwenya & Aigbavboa, 2017; Gazi et al., 2025). Since organisational behaviour can constrain performance (Okafor & Afolabi, 2021), managing employee behaviour is recognised as a powerful tool to directly influence productivity in enterprises (Jengwa & Chisoro, 2018). Intervention in employee behaviour can significantly increase their productivity (Ebert & Freibichler, 2017). Therefore, it is common for organisations to develop and implement staff development programmes, as well as tangible and intangible recognition for performance. These programmes help develop employees' knowledge, skills, and experience to increase productivity (Ndidi et al., 2022). Companies also use such tools as a code of ethical conduct to influence staff behaviour (Ogabo & Etianghe, 2024).

Behavioural management, the study's object, is defined as a set of tools for influencing the organisational behaviour of employees used to improve their interaction and motives of staff behaviour and create a favourable working environment. As a result, behavioural management leads to an improvement in employees' task performance and has a positive impact on their productivity (Wheeler & Richey, 2018).

This article aims to study the impact of behavioural management and management of staff work behaviour in performing tasks and achieving organisational goals of increasing staff productivity. The study focuses on the following objects: 1) studying the state of staff behaviour management; 2) identifying the level of staff productivity; and 3) determining the degree of interconnection between behavioural management and labour productivity.

Literature Review

Behavioural management involves influencing employees' different types of organisational behaviour using various tools and changing various factors that affect it, including motivation and the state of the working environment. Unlike other management theories, organisational behaviour management focuses not on attitudes and material incentives but on controlling the performance of tasks by staff (Taffinder & Viedge, 1986). More modern views on behavioural management also explore the impact of management control systems on the state of firms' intellectual capital (Leo-Paul et al., 2021). This is due to the impact of intellectual capital on creating value and cost in business. The theory of organisational behaviour also involves the orientation of firm leaders towards tasks and employees themselves as factors in achieving performance (Okafor & Afolabi, 2021). Behavioural modification involves shaping and influencing changes in staff perceptions, individual attitudes and expectations to achieve organisational goals (Ogabo & Etianghe, 2024).

Functional analysis, as a traditional research method in behavioural management, explains the motives for behaviour and the factors that reinforce and maintain it. Empirical studies show that such factors influencing behaviour can be job dissatisfaction, lack of recognition for well-

performed tasks, and a hostile work environment that leads to decreased productivity (Jengwa & Chisoro, 2018). The negative consequences of these factors include absenteeism, poor task performance, and lack of commitment to work tasks (Jengwa & Chisoro, 2018). Staff absenteeism is identified as one of the most damaging factors affecting labour productivity (Javed et al., 2016). Methods of reinforcement of employee behaviour significantly impact neutral attitudes towards work, while training methods significantly increase the desired ethical behaviour of employees, resulting in increased productivity (Ogabo & Etianghe, 2024). In particular, cognitive-behavioural training increases productivity by boosting employees' self-esteem, psychological well-being and job satisfaction (Proudfoot et al., 2009). Systems for setting tasks, monitoring their implementation, and adequate staff motivation are determined by factors of productivity increase (Cenolli et al., 2023; Obi, 2012). The results of an empirical study by Ghodrati et al. (2022) demonstrate the impact of productivity management strategies on employee behaviour in terms of safety.

To create a favourable working environment, companies use the practice of concentration, communication, and self-management of employee behaviour (Palvalin et al., 2017). At the same time, developing self-management skills significantly impacts labour productivity, particularly in the number of products created at the individual and team levels. Creating places for communication and concentration is a less significant factor in productivity (Palvalin et al., 2017). According to Elayeb and Tarofder (2022), employees must have the necessary resources and support for a favourable, productive work environment. Chiok Foong Loke (2001) found the impact of leadership behaviour on employee performance. Kasatkin et al. (2017) found the importance of information support for employee motivation in the educational sector. Similar results are found in Spilnyk et al. (2022) on the importance of digital technologies in staff work. Shumilova et al. (2023) also point to the role of various factors in employee management.

Qualitative indicators of its measurement have been proposed to assess productivity. For example, Oga and Ejiroghene (2022) propose job satisfaction, employee commitment, and employee skill indicators. Javed et al. (2016) developed a questionnaire to determine the level of productivity based on the following indicators: the state of achievement of intermediate and final goals, the level of completion of tasks ahead of schedule, the concentration of efforts to complete tasks, accuracy and perfection of tasks, activity in finding ways to improve the work process and approaches to tasks, belief in achieving the organisation's goals, efforts to achieve various results.

Qualitative indicators are used to assess the state of staff behaviour management. These include 1) labour management and its organisation, 2) training, 3) communication, 4) supervision and leadership, 5) task planning, and 6) resource planning (Ghodrati et al., 2022).

Thus, the literature highlights the conceptual foundations of behavioural management, the factors influencing productivity using personnel behaviour management tools, and the consequences of behavioural management for labour productivity. At the same time, studies of the relationship between behavioural management and employee productivity are limited.

Method

The study uses a quantitative approach to measuring the state of staff behaviour management, productivity level, and the relationship between these variables. The methodology for measuring productivity and behavioural management is based on the survey methods proposed

by Javed et al. (2016) and Ghodrati et al. (2022). As a result of the review of these methods, a questionnaire was developed to measure the relationship between management and employee productivity. The survey involved 65 employees from different enterprises and organisations in Ukraine, working in various fields of activity. The online form of the questionnaire (Table 1) was sent via information and communication channels in December 2024. The questionnaire provides for a 5-point measurement scale, according to which respondents are asked to rate from 1 to 5 points the indicators of the state of staff behaviour management and productivity in their organisations (1 - extremely low, 5 - very high). The survey results were processed using SPSS Statistics software. Descriptive statistics were used to interpret the results (mean, standard deviation, variance). Pearson's correlation was used to analyse the management of staff behaviour and productivity, the statistical significance of which is confirmed/refuted based on the critical value of Student's statistic with a significance level of 5%.

Table 1

Questionnaire on Managing Organisational Behaviour and Staff Productivity

Indicator	Rating scale				
	1	2	3	4	5
Behavioural management					
<i>Labour organisation</i>					
Control over the type of tasks assigned					
Controlling the pace of work					
Receiving a task description and discussing it before starting the task					
Sufficiency of own skills to perform tasks					
<i>Training</i>					
Availability of training and education for the job					
Safety training and briefing					
The level of control the manager has over the execution of tasks					
<i>Communication</i>					
Clarity in knowing one's duties, roles and responsibilities					
Effective communication between employees					
Effective communication with managers					
Clear instructions from managers					
<i>Supervision and guidance</i>					
Sufficiency of the manager's experience to control the work					
The manager has the authority to make decisions if necessary					
Sufficiency of supervision of work performance					
<i>Planning the execution of tasks</i>					
Sufficiency of the initial planning of work and tasks					
Detail of work plans in terms of tasks and their clarity					
Uniformity and consistency of the team's work					
Sufficiency of means, tools, and equipment to perform tasks					
Availability of plans for forecasting risks (problems) and managing them with the help of instructions					
<i>Resource planning</i>					
Realistic task planning and sufficient time to complete tasks					
Providing additional hours to complete tasks					
Provision of additional human resources in case of failure to meet the work schedule					
<i>Productivity</i>					
the status of achievement of intermediate and final goals					
the level of completion of tasks ahead of schedule					
the concentration of efforts to complete tasks					
accuracy and perfect execution of tasks					
actively searching for ways to improve the work process and approaches to performing tasks					
belief in achieving the organisation's goals					
efforts to achieve different results.					

Results

The survey of employees revealed that the state of labour organisation and management at enterprises of various types of activity is slightly above the average level with a score of 3.30. In particular, respondents attached the highest importance and rating to the sufficiency of their skills to perform tasks (mean score of 3.73 with a deviation of .75). Receiving a task description

and discussing it before the initial performance plays a lesser role in labour management (3.52). The respondents also rated the control of work pace above average (3.52), i.e., managers supervise staff work. Below the average level is the indicator of control over the assigned task type (2.44), with a significant deviation among employees (Table 2). That is, there is a differentiation in control over the performance of individual tasks among different enterprises.

Table 2

Results of the Survey on the State of Labour Organisation and Management

	Control over the type of tasks assigned	Controlling the pace of work	Receiving a task description and discussing it before starting the task	Sufficiency of own skills to perform tasks
Average	2.44	3.52	3.52	3.73
Standard deviation	1.87	0.50	0.50	0.75
Dispersion	3.53	0.25	0.25	0.57

Compared to labour management, training as a factor influencing staff behaviour has a slightly higher level, with an average score of 3.89 points. The respondents assigned a high degree of importance to training and instruction on workplace safety (4.55 points with a slight deviation). Employees assigned a sufficient level of importance to the availability of training and professional education for job performance (4.06 points), with a significant difference in scores across enterprises. Respondents gave average scores for the level of control managers have over the performance of tasks (3.07 points with significant differences across enterprises) (Table 3).

Table 3

Survey Results on the State of Staff Training

	Availability of training and education for the job	Safety training and briefing	The level of control the manager has over the execution of tasks
Average	4.06	4.55	3.07
Standard deviation	0.86	0.50	0.81
Dispersion	0.74	0.25	0.66

The state of communication and relationships within the enterprise team plays a significant role in behaviour management, but somewhat less so than the previous variables. as the average score for relationships is 3.05. In terms of components. all variables play an equivalent role in communication. generally at an average level. The effectiveness of communication with managers (3.15) and communication between employees (3.21) were rated slightly higher. The indicators of clarity in knowing one's duties. roles. and responsibilities (3.0) and the availability of clear instructions from managers (2.83) received slightly lower scores (Table 4). At the same time. all variables are characterised by significant differences. That is, depending on the enterprise, there is a differentiation in communication and the state of relations within organisations.

Table 4

Results of the Survey on Communication with Staff

	Clarity in knowing one's duties. roles and responsibilities	Effective communication between employees	Effective communication with managers	Clear instructions from managers
Average	3.00	3.21	3.15	2.83
Standard deviation	0.79	0.78	0.79	0.80
Dispersion	0.62	0.60	0.63	0.64

The average score for supervision and guidance of staff behaviour and control over task performance was 3.118. The respondents rated the manager's authority to make decisions when necessary quite highly (4.077), with significant differences among respondents from different firms. Sufficiency of supervision over work performance has an average degree of importance (2.723) with a deviation in the estimates of 1.139 points. That is, there are differences in the state of supervision and control over work in different organisations. The sufficiency of the manager's experience in controlling work was assessed below the average - 2.554 points, with significant differences (deviation of 1.173 points) (Table 5).

Table 5

Survey Results on the State of Supervision and Management

	Sufficiency of the manager's experience to control the work	The manager has the authority to make decisions if necessary	Sufficiency of supervision of work performance
Average	2.55	4.07	2.72
Standard deviation	1.17	0.87	1.13
Dispersion	1.37	0.76	1.29

Task planning has a lesser importance and role for the staff of different organisations, with an average score of 2.76. The detail of work plans in terms of tasks and their clarity (4.03 points) has a reasonably high impact on employee task planning, with employee differences. Below average, respondents rated the uniformity and consistency of the team's work (2.83). Sufficiency of means, tools, and equipment to perform tasks is of medium importance to employees (2.86). At the same time, there are significant differences among the respondents by this indicator (the deviation was 1.70 points). Sufficiency of initial planning of work and tasks was rated at 2.49 points. At the same time, employees attach the least importance to the availability of plans for predicting risks and problems and managing them with the help of instructions (1.6 points) (Table 6).

Table 6

Survey Results on the Status of Task Planning

	Sufficiency of the initial planning of work and tasks	Detail of work plans in terms of tasks and their clarity	Uniformity and consistency of the team's work	Sufficiency of means, tools, and equipment to perform tasks	Availability of plans for forecasting risks (problems) and managing them with the help of instructions
Average	2.49	4.03	2.83	2.86	1.60
Standard deviation	0.50	0.77	0.80	1.70	0.98
Dispersion	0.25	0.59	0.64	2.90	0.96

The state of resource planning received the lowest scores among employees - 1.83 points on average, which indicates the weakness of this component in managing the behaviour of organisations' staff. Below the average, respondents rated the realism of task planning and the adequacy of time to complete tasks (2.46 points). The provision of additional hours for the completion of tasks (1.52 points) and the provision of additional human resources in case of failure to comply with the work schedule (1.52 points) were rated relatively low (Table 7).

Table 7*Results of the Survey on the State of Resource Planning*

	Realistic task planning and sufficient time to complete tasks	Providing additional hours to complete tasks	Provision of additional human resources in case of failure to meet the work schedule
Average	2.46	1.52	1.52
Standard deviation	1.13	1.07	1.06
Dispersion	1.28	1.16	1.12

Labour productivity indicators at enterprises received excellent marks. Thus, respondents gave the highest scores to the following variables: accuracy and perfection of tasks (4.53 points), achievement of intermediate and final goals (3.70 points), concentration of efforts to complete tasks (3.70 points), efforts to achieve different results (3.69 points). Instead, employees gave the worst ratings to the following indicators: the level of completion of tasks ahead of schedule (2.47 points). The activity of searching for ways to improve the work process and approach to performing tasks (2.52 points), and the belief in achieving the organisation's goals (2.96 points) (Table 8).

Table 8*Results of Labour Productivity Assessment*

	the status of achievement of intermediate and final goals	the level of completion of tasks ahead of schedule	the concentration of efforts to complete tasks	accuracy and perfect execution of tasks	actively searching for ways to improve the work process and approaches to performing tasks	belief in achieving the organisation's goals	efforts to achieve different results
Average	3.70	2.47	3.70	4.53	2.52	2.96	3.69
Standard deviation	1.11	0.50	1.14	0.50	0.50	0.80	1.10
Dispersion	1.24	0.25	1.30	0.25	0.25	0.65	1.21

With a significance level of 5% and a critical value of 1.99, we can conclude that the individual components of behaviour management have an average impact on employee performance. Organisation and training are directly related to the concentration of efforts to complete tasks, accuracy, and quality of work (Table 9).

Table 9*Correlation Analysis of Behavioural Management Components and Staff Productivity*

	organisation	training	communication	supervision	task planning	resource planning
the level of completion of tasks ahead of schedule	-.11	-.05	-.06	.11	-.15	.01
the concentration of efforts to complete tasks	.46	.55	-.24	.17	.07	.18
accuracy and perfect execution of tasks	.41	.41	-.08	.27	-.06	.01
actively searching for ways to improve the work process and approaches to performing tasks	.06	-.01	.14	-.16	-.04	.11
belief in achieving the organisation's goals	-.10	-.03	-.07	-.29	.01	-.18
efforts to achieve different results	.33	.51	.30	.06	.10	.10

Supervision directly affects the accuracy and quality of tasks performed by the organisation's staff. None of the behavioural management components is related to the level of completion of tasks ahead of schedule or employees' search for ways and approaches to improve task performance. An average level of direct correlation was found between the variables of labour organisation, training, communication and employees' efforts to perform work tasks.

Discussion

Thus, the results demonstrate that organisational and personnel training factors play the most significant role in labour productivity. In contrast, the supervision factors in organisations play a much smaller role in task performance. These findings correlate with the regression analysis results by Ghodrati et al. (2022), which show which training strategies and resource planning had the most significant impact on labour productivity in the construction industry. In contrast to Ghodrati et al. (2022), we did not find a significant positive direct relationship between task planning and resource planning and labour productivity. This may be primarily due to employees' different work areas, and Ghodrati et al. (2022) focus on occupational safety. However, the links between behaviour management strategies and productivity were less important.

The findings of this study also correlate with the results of identifying factors influencing labour productivity in Javed et al. (2016). According to Javed et al. (2016), the factors include material and non-material motivation of employees. Understanding employees' motivations and desires and making efforts to satisfy them on the part of managers can lead to higher levels of job satisfaction, leading to higher productivity. In addition, such efforts also have an impact on mutual interaction. This study shows a direct, positive relationship between communication and employees' efforts to achieve various work outcomes. Therefore, managers should consider the importance of team communication in managing behaviour and performance.

According to Jengwa and Chisoro (2018), poor communication between managers and workers in production shops leads to dissatisfaction with the latter's work, a deterioration in the working environment, and problems in labour productivity. Such results also indicate a direct link between the state of communication and communication management in enterprises that affect behaviour and productivity.

Conclusion

According to employees, the most important components in managing the behaviour of organisational personnel are training, management and labour organisation, with communication with managers and employees, supervision and guidance by managers being of medium importance. In the staff's opinion, task planning and resource use are less important. At the same time, employees gave the highest scores for behavioural management variables: sufficiency of their skills, professional training and education, safety training, communication between employees and managers, managerial decision-making authority if necessary, and detail of work plans regarding tasks.

The study indicates that staff productivity depends on the accuracy and quality of tasks, the status of achieving intermediate and final goals, the concentration of efforts to complete tasks, and efforts to achieve various results. Thus, the staff is mainly engaged in routine processes and performing basic tasks, so they are not focused on finding ways to increase labour productivity.

To increase productivity, organisations across the business can provide additional incentives for tasks completed ahead of schedule, significantly impacting the organisation's goals and performance. Given that employees are not sufficiently active in seeking ways to improve work processes and approaches to tasks, managers can also review the availability of work methods and approaches for those processes that significantly impact their profitability. For example, in the retail sector, this could be the processes of contracting with suppliers or customers, which directly impact turnover and revenue. For manufacturing companies, production methods could be improved with the help of new technologies.

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