

The Dual Effect of Target Pressure on Economic Productivity: Achieving Efficiency Through Human Resource Capacity

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Abstract:

Target pressure has become a dominant mechanism in modern organizations to enhance productivity, yet it often generates both motivational and psychological consequences for employees. This study aims to analyze the dual effect of target pressure on economic productivity through human resource capacity as a moderating factor. A qualitative phenomenological approach was applied involving 25 informants consisting of managers, supervisors, and operational employees selected through purposive sampling. Data were collected through in-depth interviews, observation, and documentation, then analyzed using Miles and Huberman's interactive model. The findings reveal that moderate target pressure improves focus, discipline, and efficiency, whereas excessive pressure leads to stress, errors, and a decline in performance. Human resource capacity is identified as a key factor determining whether pressure enhances or reduces productivity. The study contributes a dual-effect productivity model integrating psychological and human capital perspectives. It recommends that organizations balance performance targets with continuous employee capacity development to ensure sustainable productivity outcomes.

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INTRODUCTION

In contemporary economic systems, target pressure has become a pervasive mechanism for enhancing productivity across organizations and national economies. It is widely applied as a performance driver. Institutions believe strict targets improve efficiency and output (Shafei et al., 2023; Vranayova et al., 2024; Zhang et al., 2022). Global firms and public agencies increasingly adopt KPI-based evaluation systems, while international labor reports show rising performance demands across sectors. However, excessive pressure may also generate burnout and inefficiency. Therefore, understanding the dual effect of target pressure is important for balancing productivity gains and human well-being, especially by strengthening human resource capacity as a



moderating factor in economic systems (Chaika, 2025; Farliana et al., 2024; Hasanli et al., 2023). This study highlights its relevance for policymakers, managers, and organizational development strategies globally in dynamic economies today.

Across many developing and developed economies, organizations are facing mounting pressure to meet targets, resulting in heavy workloads for employees. This condition is reflected in workplace phenomena such as overtime culture, performance anxiety, and declining employee well-being (Hulls et al., 2022; Koburtay et al., 2023). In many cases, workers are required to meet unrealistic targets without proportional improvement in human resource capacity. Such an imbalance often leads to a productivity paradox in which output increases temporarily, but sustainability declines over time. Moreover, organizational pressure mechanisms are rarely aligned with employee capability development programs, creating structural inefficiencies (Bag et al., 2020; Ghashghaeizadeh, 2020; Giotis et al., 2022). Therefore, the general problem lies in how target pressure can simultaneously enhance or hinder productivity depending on human capacity readiness. This issue is increasingly observed across various sectors globally.

Previous studies have extensively examined the relationship between target setting, employee performance, and economic productivity across organizational contexts. Sheena et al. (2022), Casadei et al. (2022), and Tranheden et al. (2021) argues that performance-based targets significantly improve efficiency when supported by adequate managerial control systems. Vidakis et al. (2023) and Udemba (2020) found that excessive performance pressure without capacity development leads to employee stress and declining productivity. Rong et al. (2021) emphasizes the importance of human resource capacity building in sustaining productivity growth in competitive environments. Yu et al. (2023), Qi et al. (2022), and Winkelman et al. (2021) highlights the dual nature of target pressure, noting both motivational and detrimental psychological effects on workers. However, these studies tend to focus separately on productivity outcomes or psychological impacts, with limited integration of human resource capacity as a moderating variable in global economic systems today.

The current body of literature reveals a growing interest in understanding performance management systems and their impact on productivity outcomes. However, most research still treats target pressure as a linear factor, either beneficial or harmful, without examining its dual effects (Cohn et al., 2021; Valeri et al., 2021). This simplification limits understanding of how pressure interacts with human resource capacity in shaping economic productivity. Recent theoretical developments suggest a more dynamic perspective in which target pressure can function as both a constraint and a catalyst (Danish et al., 2020; Gar et al., 2020; Pham, 2023). Nevertheless, empirical integration of this duality into productivity analysis remains limited in current studies. Therefore, the state of the art in this research lies in integrating target pressure duality with human resource capacity to explain productivity efficiency more comprehensively than before.

Based on the identified gaps in the literature, this study formulates a research problem focusing on the dual impact of target pressure on economic productivity. The central issue is that organizations often struggle to balance performance demands with employee capacity constraints. This imbalance raises questions about whether target pressure consistently enhances productivity or instead produces diminishing returns.

Moreover, there is limited understanding of how human resource capacity moderates the relationship between pressure and productivity outcomes. Without addressing this problem, organizations risk implementing ineffective performance systems that reduce long-term efficiency. Therefore, the research problem is framed around understanding the dual effect of target pressure moderated by human resource capacity in improving economic productivity sustainability outcomes globally in organizational settings and the current economic context.

This study proposes that target pressure functions not only as a productivity enhancer but also as a potential constraint, depending on human resource capacity. It argues that the dual effect of target pressure can explain variations in economic productivity across different organizational settings. Human resource capacity is positioned as a critical moderating factor that determines whether pressure leads to efficiency or inefficiency. This perspective offers a more integrated understanding of productivity dynamics compared to previous fragmented approaches. The originality lies in combining psychological pressure theory with human capital capacity in the analysis of economic productivity. Overall, the study contributes to both theoretical advancement and practical implications for organizational performance management, especially in competitive global markets.

RESEARCH METHOD

This study employs a qualitative research approach using a phenomenological design to explore in depth the meaning and lived experiences of target pressure and its dual effect on economic productivity through human resource capacity (Kohn et al., 2024). This design is selected because the phenomenon of target pressure cannot be fully explained through numerical measurement alone but requires an understanding of perceptions, experiences, and workplace dynamics. The phenomenological approach enables the researcher to capture how individuals interpret target pressure as both a motivating force and a source of strain. Thus, the study focuses on interpreting social realities within organizational settings related to productivity and human resource capacity.

The study was conducted in several organizations in the manufacturing and service sectors in Indonesia that implement high-performance, target-based systems. These locations were selected due to their strong implementation of performance targets and their relevance to issues of work pressure and productivity outcomes. The informants consisted of 25 participants, including managers, supervisors, and operational employees directly involved in target-based performance systems. Informants were selected using purposive sampling with criteria of at least two years of work experience and direct involvement in performance evaluation processes. This ensures that the data collected is relevant and rich in experiential insight regarding target pressure and productivity dynamics.

Data were collected using in-depth interviews, non-participant observation, and documentation (Cole, 2024; Kekeya, 2023). In-depth interviews were conducted to explore participants' subjective experiences of target pressure and its impact on productivity and human resource capacity. Non-participant observation was used to directly examine how target systems are implemented in daily workplace activities.

Documentation included performance reports, standard operating procedures, and organizational evaluation records. The combination of these three techniques ensures data triangulation at the collection stage, providing a comprehensive understanding of the dual effect of target pressure within organizational contexts.

Data analysis followed the interactive model of Miles and Huberman, consisting of data condensation, data reduction, data display, and conclusion drawing/verification (Fadli, 2021; Lee et al., 2024). Data condensation involved selecting and focusing on information relevant to target pressure and productivity. Data reduction was conducted by organizing the data into thematic categories such as work pressure, human resource capacity, and productivity outcomes. Data display was presented in descriptive narrative form and thematic matrices to illustrate patterns and relationships among variables. Finally, conclusions were drawn and iteratively verified to ensure the consistency and validity of interpretations throughout the analysis.

The validity of the data was ensured through source triangulation, technique triangulation, and member checking. Source triangulation compared information from managers, supervisors, and employees to obtain balanced perspectives; technique triangulation combined interviews, observations, and documentation to enhance data credibility. Member checking was conducted by confirming findings with participants to ensure that interpretations accurately reflected their experiences. In addition, researcher reflexivity was employed to minimize subjectivity and bias during the analysis. These strategies collectively strengthen the trustworthiness, credibility, and scientific rigor of the study's findings.

RESULT AND DISCUSSION

Result

This section discusses the study's findings on the dual effect of target pressure on productivity, the moderating role of human resource capacity, and organizational strategies for balancing performance demands with employee development. The discussion integrates empirical results with relevant theoretical perspectives, highlighting similarities, differences, and implications for both theory and organizational practice in productivity management systems.

Target Pressure as a Dual-Effect Mechanism in Productivity

Target Pressure as a Dual-Effect Mechanism refers to the condition in which performance targets within organizations are perceived by employees as both a motivating driver and a psychological burden, simultaneously influencing productivity outcomes. In the field context, this construct is operationalized through employees' lived experiences regarding how target demands affect their focus, emotional state, work speed, and perceived efficiency. It captures subjective interpretations of pressure intensity, including whether targets are seen as achievable challenges or overwhelming obligations. This sub-theme is identified through in-depth interviews that explore emotional responses, motivation levels, stress experiences, and behavioral adjustments under target-based performance systems in organizational settings.

The first interview results indicate that target pressure is often perceived as a positive motivational force when it is clearly structured and realistically achievable. One informant stated, "The targets make me more disciplined and help me finish my tasks faster," while another mentioned, "I feel more focused when there is a clear daily target." These responses show that employees associate target clarity with improved work orientation and efficiency. The researcher interprets this as evidence that moderate target pressure serves as an internal motivator, enhancing productive behavior. However, this motivation is conditional, depending on how well the target is communicated and aligned with employees' perceived capacity to perform effectively.

The second interview results reveal a contrasting experience in which excessive target pressure generates stress and a decline in performance. One informant explained, "Sometimes the targets are too high, and I feel exhausted before finishing them," while another stated, "Too much pressure makes me nervous, and I end up making mistakes." These statements indicate that when target intensity exceeds individual capacity, it shifts from motivation to psychological strain. The researcher interprets this as a negative pathway of target pressure that reduces cognitive stability and work quality. This dual response confirms that productivity outcomes depend heavily on the balance between pressure level and employee readiness to manage workload demands.

Observational data support the interview findings by showing fluctuating employee behavior under different target intensities. Employees under moderate targets appear more organized, task-oriented, and time-efficient, while those under excessive targets demonstrate signs of fatigue, reduced concentration, and task repetition errors. Restatement of the data indicates that target pressure does not produce uniform outcomes; instead, it generates two contrasting behavioral patterns depending on pressure intensity. The researcher observes that productivity increases when pressure is manageable but declines when pressure becomes excessive. Overall, the pattern demonstrates a clear dual-effect structure where target pressure acts as both a performance enhancer and a limiting factor in organizational productivity dynamics.

Human Resource Capacity as the Key Moderating Factor

Human Resource Capacity, as a moderating factor, refers to observable differences in employees' skills, competencies, adaptability, and efficiency in responding to target-based work demands. In the field, this construct is operationalized through direct observation of how employees with varying levels of training and experience perform under identical target pressure conditions. It includes indicators such as task completion speed, accuracy, problem-solving ability, and adaptation to changes in workload. This sub-theme is not based on perception but on visible performance behavior in real workplace settings, particularly in manufacturing and service organizations where target achievement is continuously monitored and evaluated.

Paragraph 2 (Observation Table)

Observational Focus	Indicators	Field Observation Results
Task Completion Speed	Time efficiency, deadline adherence	High-capacity employees complete tasks faster under the same target pressure.
Work Accuracy	Error rate, rework frequency	Skilled workers show fewer mistakes compared to less trained employees
Adaptability	Response to target changes, flexibility	Experienced staff adjust quickly when targets increase
Problem-Solving Ability	Initiative, decision-making speed	High-capacity employees solve operational issues independently
Work Consistency	Productivity stability over time	Trained employees maintain stable output under pressure

The observational findings indicate that human resource capacity significantly determines how employees respond to target pressure in real work settings. Employees with higher competence demonstrate faster task execution, lower error rates, and greater adaptability, while those with lower competence struggle to maintain consistent performance. A restatement of the data shows that the same target pressure yields different productivity outcomes depending on individual capability levels. The researcher interprets this as evidence that capacity serves as a buffering mechanism, stabilizing performance under pressure. Therefore, productivity is not solely driven by targets but is strongly shaped by the quality of the human resources managing them.

The observed pattern reveals a consistent differentiation between high-capacity and low-capacity employees under target-based systems. High-capacity workers maintain efficiency and accuracy even under increased pressure, whereas low-capacity workers experience a decline in performance as the workload intensifies. This pattern suggests that productivity outcomes are unevenly distributed within organizations due to variations in the quality of human resources. The data clearly show that human resource capacity functions as a critical determinant of whether target pressure leads to efficiency or inefficiency. Overall, the descriptive pattern highlights that organizational productivity stability depends heavily on workforce capability levels rather than pressure intensity alone.

Organizational Balance Between Pressure and Capacity Development

Organizational Balance Between Pressure and Capacity Development refers to formal institutional efforts to align performance targets with structured human resource development strategies. In the field, this construct is operationalized through documented evidence such as training records, performance evaluation reports, SOP documents, and visual records of capacity-building activities. It reflects how organizations systematically manage the relationship between target enforcement and employee development programs. This sub-theme is identified through documentary materials that demonstrate whether organizations provide balanced support systems, including training sessions, performance feedback mechanisms, and gradual target adjustment policies.

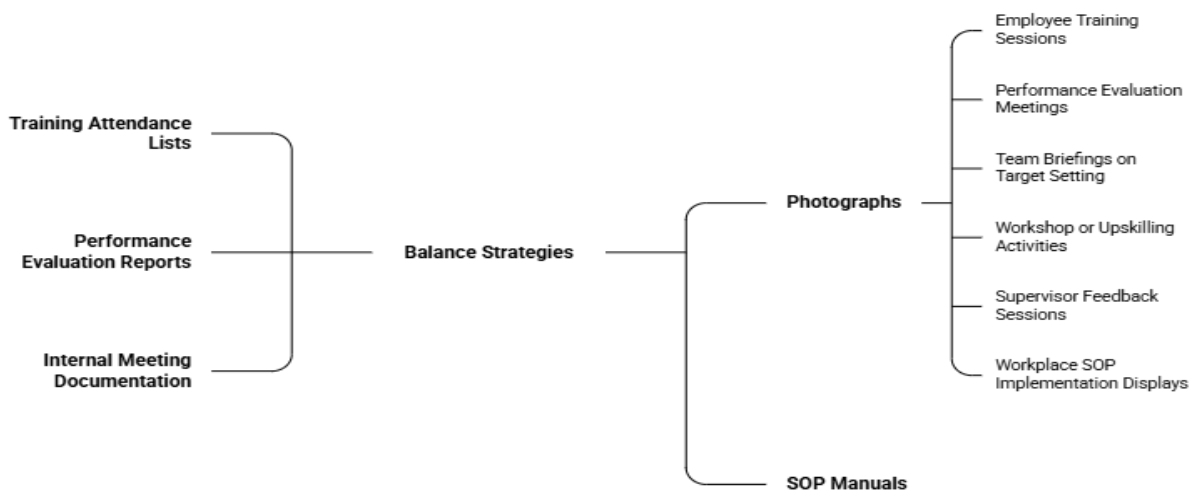


Figure 1. Evidence of Balance Strategies in Organizations

The analysis of documentary evidence indicates that organizations are actively implementing structured mechanisms to balance target pressure with employee capacity building. Observed documents show continuous training programs aligned with performance demands, as well as regular evaluation meetings that adjust targets based on workforce capability. The researcher interprets this as evidence of strategic human resource management aimed at sustaining productivity and efficiency. The restatement of the findings suggests that organizations are not only increasing performance demands but also investing in employee development to meet them. This integration reflects a deliberate effort to maintain stability in productivity through institutional support systems.

The documentary pattern shows a systematic organizational effort to integrate performance pressure with capacity development initiatives. Organizations consistently combine target-setting mechanisms with training programs and performance evaluation systems. This indicates a structured approach rather than an isolated policy implementation. The data demonstrate that balanced productivity management is achieved through continuous documentation, monitoring, and adjustment processes. Overall, the pattern confirms that sustainable economic productivity is supported by formal organizational systems that align human resource development with performance expectations, ensuring that target pressure does not operate in isolation but within a controlled developmental framework.

Discussion

The first finding shows that target pressure operates as a dual-effect mechanism that can enhance or reduce productivity, depending on its intensity and employees' perceptions. This is consistent with motivation theories such as goal-setting theory, which argues that specific and challenging goals can improve performance when they are perceived as achievable (Forsetlund et al., 2021; Melin et al., 2021). The interview results support this view, where moderate targets increase focus, discipline, and efficiency. However, the findings also extend prior literature by showing that excessive pressure leads to psychological strain and performance decline, aligning with stress-

performance theory (He et al., 2020; Schwegker et al., 2021). Unlike earlier studies that tend to emphasize either the positive or negative effects of targets, this study highlights their dual nature in real organizational settings.

The second finding strengthens the argument that human resource capacity plays a crucial moderating role in determining productivity outcomes under target pressure. Employees with higher competence, skills, and adaptability can convert pressure into productive behavior, while those with lower capacity experience a deterioration in performance (Chu et al., 2024; Ghashghaeizadeh, 2020; Türkel, 2023). This finding is consistent with human capital theory, which emphasizes that productivity is strongly influenced by the quality of individuals' skills and knowledge. However, this study adds a practical dimension by showing that the same target pressure yields different outcomes depending on capacity levels (Mulyaningsih et al., 2020; Widiyanto et al., 2021). This indicates that capacity is not only a supporting factor but a critical stabilizer that determines whether pressure becomes beneficial or harmful in practice.

The third finding demonstrates that organizations actively attempt to balance target pressure with capacity development through training programs, evaluation systems, and structured performance management. This aligns with strategic human resource management theory, which emphasizes the importance of aligning organizational goals with employee development (Fawaid et al., 2025; Putri, 2024). The documentation evidence shows that organizations do not rely solely on pressure-based performance systems but also invest in continuous learning and adaptation. This finding confirms that sustainable productivity cannot be achieved through targets alone but requires integrated support systems (Leon et al., 2020; Lyu et al., 2022). The presence of formal training and evaluation mechanisms reflects an organizational awareness of the risks associated with excessive pressure.

From a theoretical perspective, these findings contribute to the development of a more integrated productivity model that combines psychological, human capital, and organizational management dimensions. The dual-effect nature of target pressure challenges linear assumptions in traditional productivity theories by demonstrating that outcomes are context-dependent and mediated by human resource capacity. In practice, the study suggests that organizations should avoid enforcing targets to extremes without capacity support. Instead, they should implement adaptive target systems, continuous training, and feedback mechanisms to ensure sustainable performance. This balance helps prevent burnout while maintaining efficiency.

Overall, the study provides both theoretical and practical implications by showing that productivity is not solely determined by target intensity but by the interaction between pressure, human capacity, and organizational support systems. Theoretically, it extends existing models by introducing a dual-effect perspective moderated by human resource capacity. In practice, it offers guidance for managers on designing balanced performance systems that optimize productivity without compromising employee well-being. This integrated approach ensures that economic productivity can be achieved sustainably in competitive organizational environments.

CONCLUSION

This study concludes that target pressure has a dual effect on economic productivity, functioning both as a motivator and as a source of strain, depending on employees' capacity. The most important finding is that productivity is not determined solely by the intensity of targets, but by the interaction between pressure and human resource capacity, which acts as a critical stabilizing factor. The study contributes theoretically by integrating goal-setting theory, stress-performance dynamics, and human capital perspectives into a unified model of productivity. Practically, it offers guidance for organizations to balance performance demands with continuous capacity development to sustain efficiency. However, the study is limited by its qualitative scope and focus on selected organizations, which may restrict generalizability. Future research is recommended to employ mixed methods and broader sectoral coverage to quantify the strength of relationships and validate the dual-effect model across diverse economic contexts and industries, thereby strengthening empirical validation.

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