



DOI: <https://doi.org/10.38035/dijms.v6i5.4765>

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## Determining Employee Productivity: Analysis of Competence, Organizational Commitment, Career Path, and Motivation

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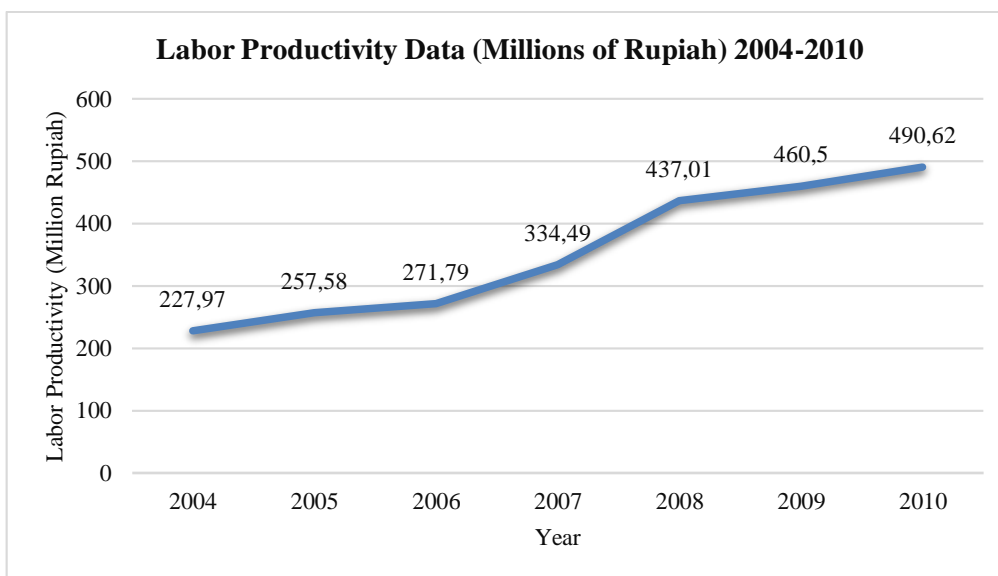
**Abstract:** The purpose of this literature review is to develop hypotheses regarding the influence between variables that can be used for further research in the field of human resource management. The article “Literature Review on Employee Productivity Determinants: An Analysis of Competence, Organizational Commitment, Career Path, and Motivation” is a scientific literature article in the field of human resource management. The approach used in this literature review is descriptive qualitative. The data collection technique used is literature study or reviewing previous relevant articles. The data used in this descriptive qualitative approach were obtained from previous studies relevant to this study and sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. The results of this literature review article are as follows: 1) Competence influences employee productivity; 2) Organizational commitment influences employee productivity; 3) Career path influences employee productivity; and 4) Motivation influences employee productivity.

**Keyword:** Employee Productivity, Competence, Organizational Commitment, Career Path, Motivation.

### INTRODUCTION

In the world of work, human resources are one of the important aspects. Where companies need human resources in running every company operation, even though the company uses robots, it still needs humans. (Nofrialdi et al., 2023). Therefore, humans are still widely used in companies, especially in Indonesia. (R. Saputra et al., 2023).

Humans are used because they are considered still able to achieve good work productivity. Employee productivity is one of the main indicators used to assess the performance and competitiveness of an organization. In Indonesia, labor productivity is a serious problem considering its significant contribution to national economic growth. (Saputra et al., 2020).



**Figure 1. Labor Productivity Data (Millions of Rupiah) 2004-2010**  
Source: BPS, 2025

Figure 1 shows the development of labor productivity in Indonesia in millions of rupiah from 2004 to 2010. This data was obtained from the Central Statistics Agency (BPS, 2025) and represents the national labor productivity value for each year. In this context, labor productivity can be defined as the economic output generated by each worker, measured by income contribution or value added per worker.

In 2004, labor productivity was 227.97 million rupiah, increasing gradually in subsequent years. It rose to 257.58 million rupiah in 2005 and to 271.79 million rupiah in 2006. While the increase was moderate during the first three years, the upward trend indicated an improvement in workers' productive capacity.

A more significant acceleration occurred in 2007, when productivity increased to 334.49 million rupiah. A striking increase occurred in 2008, with productivity rising to 437.01 million rupiah. This drastic leap in labor productivity growth was most likely influenced by increased investment, better technology utilization, and operational efficiency in various sectors.

The upward trend continued in 2009, when productivity reached 460.5 million rupiah, peaking in 2010 at 490.62 million rupiah. Thus, Indonesia's labor productivity more than doubled over a seven-year period from 2004 to 2010.

This increase reflects the positive impact of various human resource development programs, including job training, organizational management system improvements, and better economic infrastructure support (Y. Saputra, 2021). This data is important for strategic planning analyses by the government and private sectors to enhance the competitiveness of Indonesia's workforce globally. The positive trend underscores the importance of sustained investment in education, workplace competencies, and employee motivation as key determinants of long-term labor productivity (Gabriela et al., 2023).

Based on the background of the problem above, the following research questions were formulated to be used as hypotheses for further research: 1) Does competence affect employee productivity?; 2) Does organizational commitment affect employee productivity?; 3) Does career path affect employee productivity?; and 4) Does motivation affect employee productivity?.

**METHOD**

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics related to factors that

influence employee productivity comprehensively. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the study and the characteristics of the subjects being studied.

The data used in this study were obtained from previous studies related to competence, organizational commitment, career paths, motivation, and employee productivity. The data were collected from electronic sources published within the last eight years. The technique used in this literature review is SALSA (Search, Appraisal, Synthesis, and Analysis). By utilizing previous research, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors influencing employee productivity, (Susanto, Arini, et al., 2024).

This study utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also enables researchers to gain a more comprehensive understanding of employee productivity from various perspectives.

## **RESULTS AND DISCUSSION**

### **Result**

The following are the findings of the study, taking into account the context and problem formulation:

#### **Employee Productivity**

Employee productivity refers to an individual's ability to produce optimal work output in accordance with the time, quality, and targets set by the organization. Productivity is measured not only by the amount of work produced but also by the efficiency with which resources are utilized and work objectives are achieved. Productive employees complete tasks quickly and accurately while minimizing errors and disruptions. Productivity levels also reflect employees' contributions to the organization's overall success (Susanto, Supardi, et al., 2024).

Indicators or dimensions found in employee productivity variables include: 1) Quantity of Work Output: The amount of work that can be completed by employees within a certain period in accordance with the set targets; 2) Quality of Work Output: The level of accuracy, conformity to standards, and usefulness of the work produced by employees; 3) Time Efficiency: The ability to complete tasks on time without compromising quality or causing delays; and 4) Independence in Work: The extent to which employees can carry out tasks without relying excessively on instructions from superiors (F. Saputra, Ali, et al., 2024).

Employee productivity variables are relevant to previous studies that have been researched by: (F. Saputra, Putri, et al., 2024), (Susanto, Simarmata, et al., 2024), (Pradila & Fadli, 2024).

#### **Competence**

Competence is the ability to perform tasks or jobs effectively due to one's knowledge, skills, and attitudes. It encompasses technical, managerial, and social aspects, and is an important prerequisite for optimal work performance. Competent employees tend to be more confident and independent decision-makers who can adapt to the demands of a dynamic job (Sabuhari et al., 2020).

Indicators or dimensions found in competency variables include: 1) Knowledge: Theoretical and practical understanding that employees have about their field of work; 2) Technical skills: Ability to use relevant tools, systems, or work procedures; 3) Professional attitude: Work ethics, responsibility, and ability to build good working relationships; and 4) Adaptability: The ability of employees to adjust to changes and new work demands (Fauzi et al., 2023).

The competency variables are relevant to previous studies that have been researched by: (Susanto, Sawitri, et al., 2024a), (Susanto et al., 2023), (Ali et al., 2024).

### **Organizational Commitment**

Organizational commitment is an employee's emotional attachment to and loyalty toward their employer. This commitment reflects an employee's willingness to remain part of the organization and contribute to its vision and mission. Employees with high organizational commitment work wholeheartedly, maintain integrity, and are less likely to move to another workplace, even if there are more lucrative offers (Donkor et al., 2021).

Indicators or dimensions found in organizational commitment variables include: 1) Emotional attachment: A sense of belonging and pride in being part of the organization; 2) Loyalty: Willingness to remain in the organization despite offers from outside; 3) Desire to contribute: Enthusiasm to contribute to the success of the organization; and 4) Compliance with organizational values and rules: Adherence to company norms and policies as a form of responsibility (Widodo, 2021a).

Organizational commitment variables are relevant to previous studies that have been researched by: (Sitanggang et al., 2022), (Susanto, 2022), (Yandi & Bimaruci Hazrati Havidz, 2022).

### **Career Path**

A career path involves planning an employee's development within an organization from their initial position to potential promotions or rotations to higher positions. A clear career path motivates and directs employees in their self-development. It also creates a sense of security and long-term prospects in the job (Syarip et al., 2024).

Indicators or dimensions found in career path variables include: 1) Career path clarity: Availability of information regarding career direction and opportunities within the organization; 2) Promotion opportunities: Opportunities for promotion based on work performance; 3) Job mobility: Possibility of transferring to other positions or work units as a form of development; and 4) Self-development: Availability of training, guidance, and competency development programs that support career advancement (Fujino & Sato, 2022).

Career path variables are relevant to previous studies that have been researched by: (Supardi, 2023), (Normi, 2024), (Lestari & Emi, 2021).

### **Motivation**

Motivation is the internal or external drive that influences a person's behavior and enthusiasm in achieving specific goals. In the workplace, motivation drives employees to complete tasks, overcome obstacles, and deliver their best performance. High motivation significantly enhances productivity, loyalty, and job satisfaction (Widodo, 2021b).

Indicators or dimensions found in motivation variables include: 1) Intrinsic motivation: Internal drives, such as the desire to develop, learn, and succeed; 2) Extrinsic motivation: External drives, such as salary, bonuses, rewards, and recognition; 3) Personal goals: Alignment between employees' personal goals and organizational goals; and 4) Recognition and rewards: Positive responses from superiors or the organization toward employees' performance and contributions (Siagian et al., 2023).

Motivation variables are relevant to previous studies that have been researched by: (Susanto, Supardi, et al., 2024), (Ali et al., 2022), (Maharani & Saputra, 2021).

### **Previous Research**

Based on the above findings and previous studies, the research discussion is formulated as follows:

**Table 1. Results of Previous Relevant Research**

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Sutarman et al., 2024)	-Competency variables affect employee productivity in the manufacturing industry in Indonesia  -Organizational commitment variables affect employee productivity in the manufacturing industry in Indonesia	This article has similarities in examining the variables of Competence and Organizational Commitment as independent variables, and examining the variable of Employee Productivity as the dependent variable.	Another difference lies in the research objects studied in the manufacturing industry in Indonesia.
2	(Utama, 2023)	-Organizational Commitment Variables Affect Employee Productivity at BAZNAS  -Organizational Satisfaction Variables Affect Employee Productivity at BAZNAS	This article has similarities in examining the variable of Organizational Commitment as the independent variable and examining the variable of Employee Productivity as the dependent variable.	Another difference lies in the research objects studied at BAZNAS.
3	(Hozoori & Mirzaseyedi, 2020)	Career Path Variables Affect Employee Productivity in Iranian Companies	This article has similarities in examining the Career Path variable as the independent variable and the Employee Productivity variable as the dependent variable.	Another difference lies in the research objects studied at Iranian companies.
4	(Marlapa & Mulyana, 2020)	-Work Discipline Variables Affect Employee Productivity at PT Denso Indonesia Plan 2 Cibitung Bekasi  -Work Motivation Variables Affect Employee Productivity at PT Denso Indonesia Plan 2 Cibitung Bekasi	This article has similarities in examining the variable of Motivation as the independent variable and examining the variable of Employee Productivity as the dependent variable.	Another difference is in the research object conducted at PT Denso Indonesia Plan 2 Cibitung Bekasi.

**Discussion**

Based on the problem formulation, previous research, and literature review above, the discussion in this study is as follows:

**1. The Influence of Competence on Employee Productivity**

Based on a literature review and relevant previous research, it can be stated that competence affects employee productivity.

To influence employee productivity through competence, company management must do the following: 1) Knowledge: By equipping employees with relevant and up-to-date knowledge, they will work with confidence and accuracy in completing tasks; 2) Technical skills: Technical skills enable employees to operate equipment, systems, or work methods efficiently and effectively; 3) Professional attitude: A professional attitude creates a harmonious and results-oriented work environment, encouraging employees to contribute to the maximum extent possible; and 4) Adaptability: Adaptability ensures that productivity is maintained despite changes, challenges, or pressures.

If company management can provide knowledge, technical skills, professional attitudes, and adaptability, it will have an impact on employee productivity, including: 1) Work output: Productivity increases because the volume of work output is greater than that of less competent employees; 2) Work quality: Work results tend to be more accurate, meet standards, and have fewer errors. Competence enables employees to produce high-value work that is reliable for the company; 3) Time efficiency: Good knowledge and skills enable employees to complete

tasks more quickly without compromising quality. Work time is used optimally and is not wasted on unproductive activities; and 4) Independence in work: Competent employees do not depend on constant direction from their superiors. They can make operational decisions on their own, solve minor technical problems, and work independently with effective results.

The results of this study are in line with previous research conducted by (Sutarman et al., 2024), (Fitriasari & Wulansari, 2020), (Musfirah, 2023), which states that there is a relationship between competence and employee productivity.

## **2. The Influence of Organizational Commitment on Employee Productivity**

Based on a review of the literature and relevant previous research, it can be stated that organizational commitment affects employee productivity.

To influence employee productivity through organizational commitment, company management must do the following: 1) Emotional attachment: Emotional attachment between employees and the organization is formed through warm relationships, appreciation for contributions, and attention to well-being; 2) Loyalty: Management needs to build loyalty through trust, open communication, and fairness in human resource management; 3) Desire to contribute: Committed employees will voluntarily provide ideas, initiatives, and extra effort in completing their work for the advancement of the organization; and 4) Compliance with organizational values and rules: Employees who uphold organizational values and rules will work with integrity, professionalism, and discipline. This creates an orderly and productive work environment.

If company management can provide emotional bonds, loyalty, a desire to contribute, and compliance with organizational rules, this will have an impact on employee productivity, including: 1) Work output: Employees with high commitment tend to have high work enthusiasm, resulting in more work output in the same amount of time; 2) Work quality: Commitment motivates employees to work with dedication and a sense of responsibility, resulting in more accurate, neat, and standard-compliant work outcomes; 3) Time efficiency: Commitment enables employees to focus and remain disciplined in performing their tasks, leading to improved work efficiency and minimal delays; and 4) Independence in work: Committed employees do not require strict supervision, as they have a high level of awareness to complete tasks independently and thoroughly.

The results of this study are in line with previous research conducted by (Utama, 2023), (Agung et al., 2021), which states that there is a relationship between organizational commitment and employee productivity

## **3. The Influence of Career Path on Employee Productivity**

Based on a literature review and relevant previous research, it is stated that career paths affect employee productivity.

To influence employee productivity through career paths, company management must do the following: 1) Clarity of career paths: Companies need to provide employees with a clear understanding of career levels, requirements for promotion, and short- and long-term development directions. 2) Promotion opportunities: Companies need to provide career promotions to employees who have good performance, motivation, and enthusiasm; 3) Job mobility: Companies need to provide opportunities for employees to move to other work units or roles according to their potential and interests to enrich their work experience and broaden their horizons; and 4) Self-development: Companies provide training programs, certification, coaching, or educational scholarships as part of self-development to strengthen employee competencies.

If company management can provide clarity on career paths, promotion opportunities, job mobility, and self-development, this will have an impact on employee productivity, including: 1) Work output: Employees who feel valued and have a clear career path will be

highly motivated to work harder, thereby increasing work output; 2) Work quality: Competency development through promotions and training will produce more professional and meticulous employees, resulting in better work quality and fewer mistakes; 3) Time efficiency: Competent employees who are accustomed to switching tasks will think and act quickly. They are more efficient in setting priorities, managing time, and completing tasks on time; and 4) Independence in work: With continuously developed competencies, employees are able to complete their work without relying too much on supervision from their superiors. This reflects professional maturity, which has an impact on more stable and measurable productivity.

The results of this study are in line with previous research conducted by (Tarigan et al., 2022), (Normi, 2024), (Hozoori & Mirzaseyedi, 2020), which states that there is a relationship between career paths and employee productivity.

#### **4. The Influence of Motivation on Employee Productivity**

Based on a literature review and relevant previous research, it can be stated that motivation affects employee productivity.

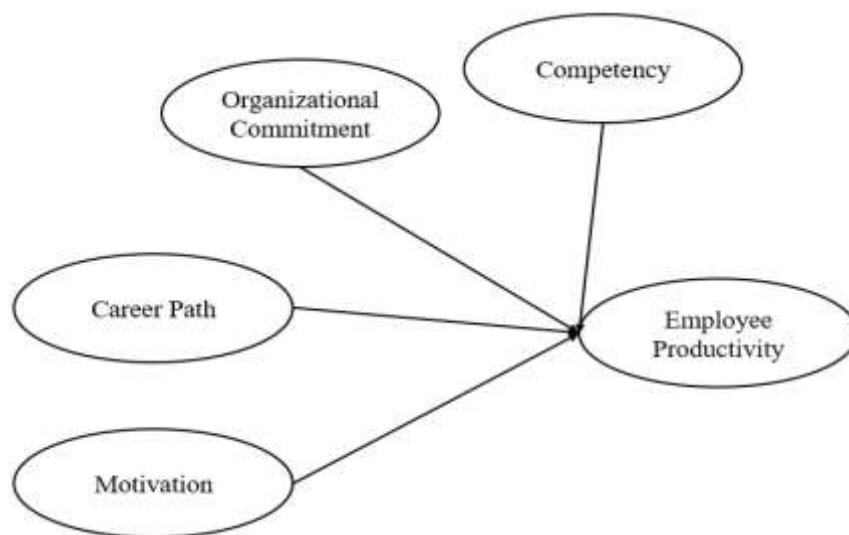
To influence employee productivity through motivation, company management must do the following: 1) Intrinsic motivation: Companies can encourage this type of motivation by providing space for creativity, autonomy in work, and learning opportunities; 2) Extrinsic motivation Providing fair and competitive compensation can boost employee morale; 3) Personal goals: Companies that are able to align the personal goals of their employees with the vision of the organization will obtain a loyal and focused workforce; and 4) Recognition and appreciation: Sincere recognition from superiors makes employees feel valued and more committed to working productively

If company management can provide intrinsic motivation, extrinsic motivation, personal goals, recognition, and appreciation, it will have an impact on employee productivity, including: 1) Work output: High motivation encourages employees to work faster and harder. They not only meet targets but are also willing to take on additional responsibilities; 2) Work quality Motivated employees pay attention to details and strive to deliver the best results. They are more thorough and do not rush to complete tasks, thereby improving the quality of their work; 3) Time efficiency: Motivation encourages discipline and focus at work. Employees are more adept at managing their time, completing tasks without procrastination, and achieving output in a shorter time frame; and 4) Independence at work Employees who are intrinsically motivated and feel valued tend to be more independent. They do not need constant supervision because they have a strong internal drive to complete tasks on their own initiative.

The results of this study are consistent with previous research conducted by (Marlapa & Mulyana, 2020), (Yudhy & Nur'aeni, 2020), which states that there is a relationship between motivation and employee productivity.

#### **Conceptual Framework**

The conceptual framework is determined based on the problem formulation, research objectives, and previous studies relevant to the discussion in this literature review:



**Figure 2. Conceptual Framework**

Based on Figure 2 above, competence, organizational commitment, career path, and motivation influence employee productivity. However, in addition to the variables of competence, organizational commitment, career path, and motivation that influence employee productivity, there are other variables that influence productivity, including:

- 1) Leadership Style: (Susanto, Sawitri, et al., 2024b), (Widodo & Silitonga, 2017), (F. Saputra, 2021), (Widodo & Hapzi, 2017).
- 2) Job Satisfaction: (F. Saputra & Mahaputra, 2022), (Widodo, 2023), (Susanto, Mahaputra, et al., 2024).
- 3) Work Experience: (Bratha et al., 2023), (Mahaputra, 2022), (Huo & Jiang, 2023), (Valdez-Juárez et al., 2021).

## CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusion of this study is that:

- 1) Competence influences employee productivity;
- 2) Organizational commitment influences employee productivity;
- 3) Career path influences employee productivity; and
- 4) Motivation influences employee productivity.

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