



The Effect of Organizational Commitment, Career Development, and Job Satisfaction on Employee Productivity of Employees – A Conceptual Analysis

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Abstract. This study aims to examine the impact of organizational commitment, career development, and job satisfaction on employee productivity at the Center for Appropriate Technology Development (BPTTG) in Yogyakarta. This study uses a conceptual approach by combining several previous research results to gain a clearer theoretical understanding. The results of the literature review show that organizational commitment has a positive and significant effect on productivity because employees who feel loyal and attached to the organization usually work more effectively. Career development has also been proven to be an important factor that helps increase productivity through improved skills, work enthusiasm, and a clear career path. In addition, job satisfaction also correlates positively with productivity, although in some conditions it can have a negative impact if it creates an environment that is too comfortable and causes performance to decline. These three factors work together to increase employee productivity, although previous research findings show that the results can vary depending on the organizational environment and the quality of program implementation. This study successfully created a conceptual framework that can be used in further research to obtain more in- depth evidence regarding the relationship between these three variables and employee work productivity.

Keywords: Organizational Commitment; Career Development; Job Satisfaction; Work Productivity

1 Introduction

Competition in today's business world is increasingly fierce. In such conditions, companies must be able to improve their competitiveness and competitive advantage in order to survive. To face these challenges, resources

Humans, with all their potential, are the main factor in shaping competitive advantage and are the key to future progress. Human resources are a central factor in an organization. Whatever its goals, an organization is founded on a vision to realize common interests, and in carrying out its mission, the organization is managed and administered by humans. The workforce or employees are the most valuable resource in an organization [1] The Center for Appropriate Technology Development (BPPTG) is an institution tasked with developing appropriate technology, with the aim of building appropriate tools as a means of improving the quality and production capabilities of Small and Medium Industries (IKM), thereby increasing competitiveness and promoting the independence and welfare of the IKM community. Based on this objective, BPPTG has a mission to improve services to the SME community by maximizing production capacity and quality as well as service quality, so that regional income can increase. The Engineering and Production Section has the main task of developing, evaluating, designing, and producing Appropriate Technology Tools (ATG). In addition to making ATG, the Engineering and Production Section also provides workshop, metal, silver, and wood services. With its duties, the Engineering and Production Section focuses on providing ATG manufacturing and workshop services to consumers, rather than on the profits obtained. The Engineering and Production Section consists of two Technical Implementation Units (UPT), namely UPT Kusumanegara or the Kusumanegara Workshop and UPT Ragam Metal or the Ragam Metal Workshop. This study will focus on discussing the problems at the Kusumanegara Workshop. Human resources (HR) are an important asset that drives various operational activities, leads innovation, and ensures that the organization achieves its goals through efficient management, which ultimately creates good performance and a positive work culture. However, if HRM is not managed properly, the impact will be a significant decline in performance, characterized by a decrease in productivity, work quality, and waste of funds due to high employee turnover. This also creates a work environment full of conflict and low morale, which ultimately fundamentally threatens the stability and future of the organization. Productivity is an employee's mental attitude that reflects their ability to complete tasks, and the results obtained depend on the resources used [2]. Meanwhile, according to [3], work productivity is a way to achieve maximum results in goods and services by using resources efficiently. Work productivity is a process in which the workforce can produce large quantities of output. [4] Problems with declining work productivity often occur within an organization. When worker productivity declines, the company's business is at risk of financial loss. The problems in this study are rooted in operational challenges at BPPTG Yogyakarta, where fluctuations in productivity in the technical engineering unit risk hampering the quality of service for SMEs and organizational efficiency. Empirically, the issues of employee commitment and uncertainty regarding career development paths are real obstacles to maintaining performance stability. This condition is exacerbated by an academic gap (research gap), where previous research results show inconsistencies; some studies confirm the positive influence of the variables of commitment and job satisfaction, while other studies find insignificant results when influenced by competence factors. Therefore,

This study aims to fill this gap by providing empirical validation of the extent to which organizational commitment, career development, and job satisfaction can simultaneously mitigate productivity decline in the context of government technical agencies. [5] A problem often faced by organizations in this context is how to create and maintain employee commitment to the organization. Organizational commitment greatly influences employee productivity levels, as seen in research findings that state that organizational commitment has a significant impact on productivity at BAZNAS. The analysis shows that organizational commitment does influence how employees work. [6] Other studies also show that organizational commitment influences employee productivity at Rodateknindo Purajaya. Organizational commitment has a positive relationship with work productivity, meaning that employees with high organizational commitment tend to be more productive. According to [7], organizational commitment is employee compliance with company rules or policies, and someone with high commitment will be serious in their work. Commitment shows how seriously an employee carries out their duties and responsibilities. The higher a person's level of commitment, the better their performance [8]. In addition to willingness to cooperate, career growth is also one of the things that influences a person's work performance. Career growth is a gradual process that a person goes through to achieve career goals in line with the company's needs. With good career growth, employees can get more benefits, such as salary increases and improved facilities, both tangible and intangible [9]. Research from [10] also states that career development has a positive impact on employee productivity. The results of the analysis show that with career development, employee performance and motivation increase, thereby increasing productivity. In addition to commitment to the organization and career development, another factor that affects employee productivity is job satisfaction. Job satisfaction is a person's feelings towards their job, which is demonstrated through the employee's positive attitude towards the company where they work. [11] Job satisfaction is one of the factors that is considered to influence employee productivity. Job satisfaction is an employee's attitude towards their job in relation to the work situation, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors.

[12] Based on the previous explanation, it can be concluded that job satisfaction is a person's feelings or attitude towards the work they do. People who are satisfied with their work usually have a positive attitude, while those who are dissatisfied tend to have a negative attitude. From the results of previous studies, it appears that there is a strong relationship between human resource factors and work performance. Research also shows that commitment to the organization has a positive and significant impact on increasing employee productivity. [13] In line with this, career development and job satisfaction are also important predictors, where a clear career path and high levels of satisfaction significantly encourage optimal performance [14]. However, not all findings are uniform. Several studies have found that insignificant results on productivity tend to emerge when organizational commitment is overshadowed by more dominant variables

such as work discipline or employee competence [15]. Thus, this study was conducted to provide new empirical evidence and contextual validation regarding "The Influence of Organizational Commitment, Career Development, and Job Satisfaction on Employee Productivity at the Yogyakarta Appropriate Technology Development Center."

2 Literature Review

2.1 Job Demands-Resources (JD-R)

The main basis of this research is based on two basic principles in human resource management (Social Exchange Theory). First, the principle of reciprocity or social exchange theory, which explains the reciprocal relationship between employees and organizations. Second, the principle of performance, where employee attitudes and motivation greatly influence their work results. Several studies show that commitment to the organization and job satisfaction are positive factors that greatly influence employee productivity. [16] This is consistent with other findings that the more satisfied and loyal employees are, the higher their performance [17]. In addition, the Career Development factor has also been proven to have a positive relationship with Employee Performance [18], and Career Development has a strong influence on the emergence of Organizational Commitment [19]. Although most results show a positive relationship, there are differences of opinion. Some researchers today consider job satisfaction and organizational commitment as mediating variables that connect the influence of other variables on performance [20] Therefore, this study is relevant to provide the latest empirical validation by re-examining the direct and simultaneous effects of the three key variables (Organizational Commitment, Career Development, and Job Satisfaction) on Employee Work Productivity in the specific context you are researching.

2.2 Organizational commitment

Organizational commitment is an employee's psychological attachment to an organization, the strength of which depends on the level of employee participation, loyalty, and belief in organizational values [21]. Meanwhile, according to [7], organizational commitment is employee compliance with company regulations or policies, and someone with high commitment will be serious in their work. Organizational commitment is an attitude of liking the company and a willingness to make a high level of effort to achieve the company's goals [22]. Thus, it can be concluded that commitment in an organizational context is a form of attitude or action that shows a person's loyalty to the organization, as seen from their dedication to achieving the organization's vision, mission, values, and goals.

2.3 Career Development

Career development involves a series of steps taken by individuals strategically to plan and achieve their career goals, with support and assistance from the organization where they work [23]. According to Mangkunegara in [24], career development can be defined as a formal and continuous effort focused on improving employee quality. This involves a continuous process of improving workers' skills and abilities. Career development is a series of lifelong activities that contribute to the exploration, strengthening, success, and fulfillment of a person's career [25]. Career development is the process of improving an individual's work abilities in order to achieve their desired career [26]. According to [27], career development is a way to improve a person's work abilities so that they can achieve their desired career goals. Thus, it can be concluded that career development is a collaboration between employees and companies to ensure the growth and advancement of employees' careers. Companies provide support in the form of training, guidance, and various other opportunities to help employees develop.

2.4 Job Satisfaction

Job satisfaction is not about how hard or how well someone works, but rather how much someone enjoys a particular job. Job satisfaction is a pleasant psychological state felt by workers in their work environment, which arises from the adequate fulfillment of employee needs, both material and non-material [28]. Meanwhile, according to [29], job satisfaction is not only an element of the job itself, but can also be interpreted as satisfaction in life. If a job is able to provide satisfaction, then it can also contribute to a person's satisfaction in life. Job satisfaction is defined as an employee's positive attitude towards the work given by the organization, so that employees strive to perform various tasks to achieve the expected level of satisfaction [30]. Thus, job satisfaction is a reflection of how a person feels about their job as a whole, including the work environment, interactions with coworkers, rewards received, and opportunities for career development. This reaction can vary from person to person, depending on what they consider important and valuable in their work.

2.5 Work Productivity

Work productivity is a comparison between work results and the materials, time, and energy used in producing goods or services by using available resources effectively and efficiently, while maintaining the quality of the goods or services produced [31]. [32] states that productivity is a comparison between the results achieved (*output*) and the total resources required (*input*). Based on the explanation above, it can be concluded that increasing work productivity is crucial, both for individuals and for companies or organizations. Increased productivity

demonstrates the ability to achieve more goals. In general, work productivity is not only related to greater effort, but also to working more wisely in order to achieve better results on a sustainable basis.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature. According to [33], a conceptual review serves to identify gaps in research and form the basis for future empirical research. Relevant literature is combined to align with the research objectives, thereby providing a comprehensive understanding of the relationships between key concepts. This study uses a descriptive quantitative approach that aims to examine the influence of organizational commitment, career development, and job satisfaction on employee work productivity. In line with the procedures proposed by [34], this method is used to examine a specific population through a Likert scale questionnaire instrument to test the established hypotheses. The research location was at BPTTG DIY, applying a saturated sampling technique (census), because according to [35], if the research subjects are less than 100 people, it is better to take the entire population as a sample to increase the accuracy of the generalization of the results. Primary data were analyzed using inferential statistical techniques to evaluate the relationship between variables in a concrete and specific manner, which according to [36] is an essential step in organizational research to transform abstract concepts into statistically measurable data in order to accurately test the relationship between variables. The result of this method is a conceptual framework that can be tested through future research. This framework aims to answer several key questions: (1) Does organizational commitment affect employee work productivity? (2) Does career development affect employee work productivity? (3) Does job satisfaction affect employee work productivity? (4) Do organizational commitment, career development, and job satisfaction simultaneously affect employee work productivity?

4 Results & Discussion

4.1 The influence of organizational commitment on work productivity

Commitment to an organization is defined as an individual's personal decision to continue contributing to an organization because they feel satisfied at present and have expectations of rewards that may be obtained in the future, which indicates a high level of commitment to the organization. Based on the results of the study [37], it can be proven that organizational commitment has a positive and significant effect on work productivity. Research from [38] shows that organizational commitment has a positive effect on employee work productivity. This is in line with the results of research from [37].

Organizational commitment has a positive and significant effect on work productivity. Meanwhile, insignificant results on productivity tend to arise when organizational commitment is overshadowed by more dominant variables, such as work discipline or employee competence [15]. In such situations, commitment alone is not enough to increase productivity. This commitment needs to be supported by strong initial factors or effective mediation processes in order to be realized in the form of measurable improvements in work results. Thus, it can be concluded that organizational commitment has a significant impact on work productivity.

4.2 The Influence of Career Development on Work Productivity

Well-planned career development is a smart investment for a company. By offering structured career paths and opportunities for skill development, companies can increase employee motivation and job satisfaction. Based on the findings of the study [39], it can be concluded that career development has a positive and significant effect on employee performance. The influence of career development (X) has a combined contribution of 77.7% to the dependent variable (Y), namely employee productivity [40]. Career development has a positive and significant effect on work productivity, mainly through two crucial channels. First, career development (through training, mentoring, and rotation) improves employee competence and technical skills [41]. The resulting increase in performance will indirectly increase productivity. Several studies show that career development does not have a significant direct impact on productivity [42]. This occurs when the benefits of career development (such as training or promotion paths) are not directly translated into higher motivation, so that the impact on final performance is nil.

4.3 The Influence of Job Satisfaction on Work Productivity

Job satisfaction is an important element that directly affects employee productivity. By ensuring that employees feel valued, satisfied, and supported, companies can create a work environment that supports improved performance, innovation, and employee loyalty. Research conducted by [43] shows a positive and significant relationship between job satisfaction and work productivity. The results of another study, namely [44], show that job satisfaction is a positive and significant predictor of employee productivity. Some findings, such as those on employees of PT Anugerah Tridaya Mandiri in study [45], even note a negative and significant relationship between job satisfaction and productivity. This can be understood as high job satisfaction without strict discipline or supervision can create a *comfort zone*, where employees who feel very satisfied are no longer motivated to achieve optimal work results, causing productivity to decline.

4.4 The Influence of Organizational Commitment, Career Development, and Job Satisfaction on Work Productivity

Organizational commitment, career development, and job satisfaction are factors that influence employee productivity. Research conducted by [46] confirms that if satisfaction and career development support commitment, then an increase in commitment will have a positive effect on work productivity. Employees with high commitment are usually more loyal and enthusiastic, which directly affects productivity levels. [24] states that organizational commitment, career development, and job satisfaction (along with compensation) have a positive and significant effect on employee retention, which is a pillar of long-term productivity. [47] states that the three variables (Career Development, Job Satisfaction, and Organizational Commitment) have a significant negative effect on turnover intention. This means that high levels of Organizational Commitment, Career Development, and Job Satisfaction can reduce employees' desire to resign, which in turn indirectly maintains productivity. In theory, there should be a positive relationship between organizational commitment, career development, and job satisfaction with employee productivity. However, some research

results actually show anomalies or failures in implementation. A study conducted by [48] shows that career development has a very small, even insignificant, effect on productivity. In general, these results indicate that the influence of these factors is highly dependent on the specific context within an organization, the quality of program implementation, and interactions with various environmental or motivational factors.

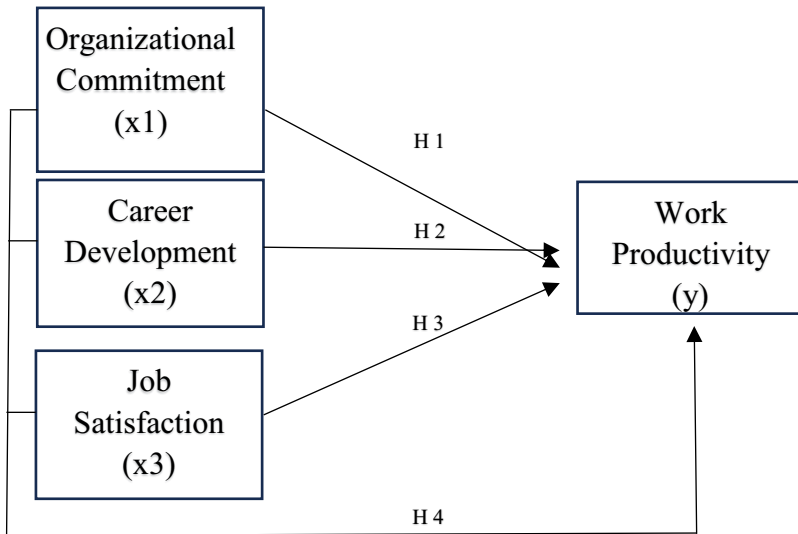


Fig. 1. Conceptual framework

The research framework aims to explain and illustrate the relationship between the variables to be studied, based on the limitations and problem formulation. Based on the background explanation and theoretical basis presented earlier, it can be stated that commitment to the organization, career development, and job satisfaction have an influence on work productivity as independent variables. Organizational commitment has a positive and significant effect on work productivity. This means that the greater an employee's commitment to the organization, the more effective, loyal, and dedicated that employee will be. As a result, this directly increases work productivity, reduces unnecessary costs, and encourages the achievement of organizational goals. Employees with high commitment will be more motivated to contribute beyond what is required because they feel they are part of the organization. Career development plays an important role and has a positive impact on work performance. This means that the better and more organized the career development programs provided by the company for its employees, the more likely employees will be to produce higher quality work, which will ultimately improve the quality of the company's products or services. Career development programs, such as training, promotions, and opportunities to improve skills, will make employees feel valued and see a clear future vision within the company. Job satisfaction has a positive and important impact on work productivity. In other words, there is a close and non-coincidental relationship between the two. In other words, the greater the job satisfaction felt by employees, the higher the productivity will be. Conversely, neglecting job satisfaction can be a problem for companies, as it will directly affect a decline in productivity, increased costs, and create a poor working environment.

5 Conclusion

This conceptual study emphasizes that commitment to the organization, career development, and job satisfaction are three important factors that influence employee productivity, both directly and simultaneously. Commitment to the organization has been proven to have a significant positive impact on productivity. Employees who have emotional ties, loyalty, and adherence to organizational values tend to operate more efficiently, be more committed, and make more significant contributions. Career development has a positive and significant impact on productivity by increasing competence, motivation, and a sense of being valued by the organization. Training programs, promotions, and clear career paths can improve employee performance. Job satisfaction has a significant positive relationship with productivity. Employees who are happy with their jobs—in terms of work atmosphere, recognition, and interactions with coworkers—are more likely to achieve their best performance. However, in certain situations, very high job satisfaction without supervision can result in a "comfort zone" that has the potential to reduce productivity. At the same time, these three variables interact with each other in influencing productivity. The combination of high commitment

, clear career opportunities, and good satisfaction levels creates a work environment that supports long-term productivity. However, some studies show insignificant results in certain conditions, so that organizational context, program implementation quality, and other factors remain determinants of success. In general, employee performance is determined not only by technical skills, but also by psychological factors and structures created by the organization. Therefore, companies must manage these three aspects consistently in order to improve performance, maintain stability, and achieve organizational goals.

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