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Increasing Employee Productivity: Analysis Employee Engagement

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Abstract: Employee productivity improvement article: analysis of employee engagement in the scope of human resource management science. This article aims to make a hypothesis related to the relationship between factors, which can then be used for further research in the field of human resource management. The approach used in this study is descriptive qualitative. The data used in this study comes from previous studies that are still relevant to the current investigation. Data were collected from leading academic online platforms, including Publish or Perish, Google Scholar, digital reference books, and Sinta journals. The results of this literature study include: 1) Competence has an effect on Increasing Employee Engagement; 2) Discipline has an effect on Increasing Employee Engagement; 3) Job Satisfaction has an effect on Increasing Employee Engagement; 4) Competence has an effect on Increasing Employee Productivity; 5) Discipline has an effect on Increasing Employee Productivity; 6) Job Satisfaction has an effect on Increasing Employee Productivity; and 7) Employee Engagement has an effect on Increasing Employee Productivity.

Keyword: Employee Productivity, Employee Engagement, Competence, Discipline, Job Satisfaction

INTRODUCTION

To gain a competitive advantage in an era of globalization and increased competition, firms must prioritize boosting employee performance. Employee productivity and engagement are two critical factors that influence an organization's performance. To attain the highest levels of productivity and engagement, companies must first understand the elements that drive both. Factors affecting employee engagement and productivity According to past (Susanto & Sawitri, 2022) study, staff competence, discipline, and satisfaction are all elements that impact engagement and productivity employee.

Then, to identify that employees have contributed to work engagement and productivity, consider their competence, discipline, and job happiness. Competence can be shown by ownership of certificates relating to their work or expertise; discipline can be shown by evidence of attendance at work; and job satisfaction can be shown by their loyalty at work.

However, just 4.92 million Indonesian workers have competency certification, despite the fact that the formal sector employs 55.29 million people. In fact, competency certification can be utilized to boost the competitiveness of the Indonesian workforce while also increasing the company's admiration for individuals who possess specific competencies. Competency certification can also be used as a reference in the development of human resources in businesses, such as hiring employees, placing them, and growing their careers. With an increasing number of employees in a firm who are competent and acknowledged by competency certification, it is likely that their involvement and productivity will improve (Binalavotas, 2020).

Based on the background of the problem above, the following problem formulations are determined: 1) Does Competence affect the Increase in Employee Engagement?; 2) Does Discipline affect the Increase in Employee Engagement?; 3) Does Job Satisfaction affect the Increase in Employee Engagement?; 4) Does Competence affect the Increase in Employee Productivity?; 5) Does Discipline affect the Increase in Employee Productivity?; 6) Does Job Satisfaction affect the Increase in Employee Productivity?; and 7) Does Employee Engagement affect the Increase in Employee Productivity?

METHOD

The approach used in this study is descriptive qualitative. Where analyzing previous studies that are relevant to this study, with the aim of obtaining and developing hypotheses, which can be used for further research. The data used in this study were obtained from academic media, reputable journals, and academic platforms such as Scopus, DOAJ, EBSCO, SINTA and GARUDA journals. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research questions. When conducting qualitative analysis, it is important to apply the literature review consistently in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly carried out for this purpose, (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Result

The following are research findings taking into account the context and problem formulation:

Employee Productivity

Employee productivity is a measure of an employee's efficiency and effectiveness in completing a task or producing output within a specified time frame. It indicates an employee's capacity to use resources such as time, effort, and materials to their full potential. High productivity means that employees can produce more with the same or less input, which improves the organization's performance and profitability (Wariati & Wardani, 2023).

Indicators or dimensions contained in employee productivity variables include: 1) Output Quantity: The amount of work or product produced over a certain time period. For instance, the number of units manufactured or the number of tasks accomplished; 2) Output Quality: Determines whether the output fulfills quality standards or expectations. This could include error rates, product faults, or customer satisfaction levels; 3) Time Efficiency: Determines how effectively work time is used to fulfill tasks. This includes being prompt in completing chores and utilizing time efficiently; 4) Resource Utilization: Evaluates how well employees use available resources, such as raw materials, tools, and labor; and 5) Innovation and Process Improvement: Assesses employees' capacity to create new, more efficient ways of working or enhance existing processes (Suprpto et al., 2023).

Employee productivity variables have been studied by previous researchers, including: (Widjanarko, 2022), (Aziz et al., 2022), (AS & Suprianto, 2017).

Employee Engagement

Employee engagement refers to an employee's emotional commitment to the firm and its aims. Engaged employees show excitement, commitment, and a desire to contribute to the organization's success. High levels of engagement boost productivity, lower attrition rates, and raise customer happiness (Susanto et al., 2023).

Indicators or dimensions contained in the employee engagement variable include: 1) Motivation: Evaluates individuals' excitement and willingness to contribute to organizational goals. This is demonstrated by their initiative in accepting new duties or responsibilities; 2) Commitment: Measures employees' level of devotion to the organization and how much they feel like a part of it; 3) Job Satisfaction: Evaluates employees' satisfaction with many aspects of their jobs, such as working conditions, relationships with coworkers, and development chances; 4) Work Discipline: Evaluating employees' punctuality and attendance, as well as adherence to company norms and procedures; and 5) Involvement in Decision Making: Measuring the frequency and extent to which employees participate in the company's decision-making process (Susanto, Simarmata, et al., 2024).

Employee engagement variables have been studied by previous researchers, including: (Unwanullah, 2023), (Dwiswara & Utama, 2022), (Yandi & Bimaruci Hazrati Havidz, 2022).

Competence

Competence is the set of information, skills, abilities, and attitudes required to complete a specific task or job successfully. Competence encompasses the technical, interpersonal, and conceptual components that allow a person to perform effectively in their role. Training, education, work experience, and mentoring can all help you develop your competencies. Employees with high levels of competence can execute tasks more efficiently, overcome obstacles, and adjust to changing workplace conditions. Competency assessments assist in identifying employee strengths and weaknesses and planning suitable development programs, ultimately enhancing individual and organizational success (Gunawan et al., 2022).

The indicators or dimensions contained in the competency variables include: 1) Knowledge: Measures how well individuals comprehend their field of work, including relevant technical knowledge and theory; 2) Technical Skills: Evaluates individuals' practical ability to do activities that require specific technical skills; 3) Interpersonal Skills: Assesses individuals' communication and collaboration abilities with coworkers, supervisors, and customers; 4) Analytical and Problem-Solving Skills: Evaluates employees' abilities to assess situations, recognize difficulties, and create effective solutions; and 5) Adaptability and Flexibility: Assesses employees' ability to adjust to change and deal with unforeseen situations (Ali et al., 2024).

Competency variables have been studied by previous researchers, including: (D. S. Widodo & Yandi, 2022), (Umaira & Adnan, 2019), (Ali et al., 2024).

Discipline

Employee discipline is defined as their capacity to follow the organization's rules, regulations, and procedures while remaining committed to their work. Punctuality, attendance, following instructions, and the capacity to operate independently with minimal supervision are all examples of discipline. Good discipline is crucial for smooth and effective business operations. Organizations can promote discipline by establishing clear rules, training, and a fair reward and punishment system (M. S. Widodo & Wariati, 2019).

The indicators or dimensions contained in the discipline variable include: 1) Punctuality: Determines how frequently personnel arrive on time and execute duties according to the stipulated timetable; 2) Attendance: Evaluates employees' level of attendance, including absences and tardiness; 3) Compliance with Rules: Measures the extent to which employees follow the organization's policies and procedures; 4) Task Performance: Determines how consistently employees execute their duties to

desired standards; and 5) Time Management: Evaluates employees' abilities to manage their time effectively and efficiently when completing work (Mardalena et al., 2020).

Discipline variables have been studied by previous researchers, including: (Saputra & Mahaputra, 2022a), (Yassir Araffat et al., 2020), (Mashuri & Kusuma, 2023).

Job Satisfaction

Job satisfaction is the level of contentment or satisfaction that employees have with their jobs. It takes into account compensation, working conditions, relationships with coworkers and superiors, prospects for advancement, and work-life balance. Employees that are content with their jobs are more driven, productive, and loyal to the company. High job satisfaction can reduce turnover and absenteeism while also improving employee performance. Organizations may increase job satisfaction by offering competitive wages, creating a comfortable work atmosphere, providing professional growth opportunities, and promoting a healthy work-life balance. Listening to employee comments and conducting job satisfaction surveys can both help uncover areas for development (Saputra & Mahaputra, 2022b).

The indicators or dimensions contained in the job satisfaction variable include: 1) Salary and Compensation: Determines employee satisfaction with salary, bonuses, and benefits; 2) Working circumstances: Assesses employee satisfaction with their physical surroundings and working circumstances, including workplace comfort and safety; 3) Coworker connections: Evaluates the strength of interpersonal connections at work, including cooperation and support from coworkers; 4) Relationships with Superiors: Determines employee satisfaction with assistance, communication, and management from their immediate superiors; and 5) Career growth: Evaluates employee satisfaction with possibilities for professional growth, training, and career progression (Putri et al., 2023).

Job satisfaction variables have been studied by previous researchers, including: (Susanto, Sawitri, et al., 2024), (Meutia & Narpati, 2021), (Saputra et al., 2024).

Previous Research

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

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Luturmas et al., 2022)	Competence and rewards influence employee engagement through perceived organizational at Raffana Kids Store	The influence of competence on employee engagement	The influence of rewards on perceived organizational. There is a research object, which was conducted at Raffana Kids Store	H1
2.	(Syafitri & Iryanti, 2022)	Work discipline and job satisfaction influence employee performance through work engagement at the Surabaya 60000 Main Branch Post Office	The influence of work discipline on work engagement	The influence of job satisfaction on employee performance. There is a research object, which was conducted at the Main Branch Post Office Surabaya 60000	H2
3.	(Setyan et al., 2021)	Job satisfaction, compensation and teamwork influence employee performance mediated by employee involvement.	The influence of job satisfaction on employee engagement	The influence of compensation and teamwork on employee performance	H3

4.	(Iswadi, 2020)	Competence influences employee productivity at PT. ISS Cilegon Branch	The influence of competence on employee productivity	There is a research object that is carried out by PT. ISS Cilegon Branch	H4
5.	(Andini et al., 2019)	Work discipline has an impact on employee work productivity at PT Perkebunan Nusantara IV (Persero) Pabatu Business Unit	The influence of work discipline on employee work productivity	There are research objects carried out at PT Perkebunan Nusantara IV (Persero) Pabatu Business Unit	H5
6.	(Sudang & Priyanto, 2021)	Job satisfaction and organizational culture influence employee work productivity at Horison Apartment and Kondotel Yogyakarta	The influence of job satisfaction on employee work productivity	The influence of organizational culture on employee work productivity. There are research objects conducted at Horison Apartment and Kondotel Yogyakarta	H6
7.	(Rambe mbuoc h et al., 2023)	Employee involvement and job satisfaction have an effect on work productivity with OCB as a moderation on Balai Gunung Tumpa employees.	The influence of employee engagement on work productivity	The influence of job satisfaction on OCB. The object of the research was conducted on employees of Balai Gunung Tumpa	H7

Discussion

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

1. The Influence of Competence on Increasing Employee Engagement

Employee competencies, such as knowledge, technical skills, interpersonal skills, analytical and problem-solving abilities, and adaptability, have a significant impact on employee engagement, which includes motivation, commitment, job satisfaction, work discipline, and participation in decision-making. Employee competencies are built on knowledge, which allows them to get a thorough understanding of their roles and industries. Strong knowledge boosts employee confidence and motivation because they believe they can complete jobs successfully and contribute to corporate goals. Deep knowledge also increases employee engagement since they feel recognized and respected for their expertise, making them more engaged to the organization.

Technical skills are the practical talents required to execute specific tasks in a job. Employees with good technical skills can work more effectively and deliver higher-quality product, resulting in greater job satisfaction. When employees are satisfied with their performance, they are more engaged and devoted. Technical skills also enable employees to work independently, which increases work discipline since they believe they have control over their responsibilities. Interpersonal skills refer to the capacity to effectively interact and collaborate with people. These abilities are required to create a peaceful and helpful work environment. Employees with strong interpersonal skills can develop favorable relationships with coworkers and supervisors, which boosts job satisfaction and drive. Furthermore, these abilities encourage employees to participate in decision-making by allowing them to voice their thoughts and participate in debates.

Analytical and problem-solving abilities include the capacity to recognize issues, assess situations, and devise effective solutions. Employees with these talents are more equipped to deal with challenges, which boosts motivation since they believe they can overcome obstacles and make important contributions. Analytical skills boost employee loyalty by demonstrating

that the organization recognizes their capacity to handle complicated challenges. The ability to solve problems is also linked to increased job satisfaction, as employees believe they can overcome obstacles and reach positive outcomes. Adaptability refers to the ability to adjust to change and new surroundings. Adaptability is critical in today's ever changing corporate environment. Adaptive personnel are more adaptable and receptive to change, which boosts their motivation because they are not scared to take on new tasks. Employee commitment is also increased by adaptability since they believe they can survive and prosper in changing environments. Furthermore, adaptive personnel are more likely to participate in decision-making since they can react rapidly and provide meaningful feedback.

Overall, excellent staff competencies lay a solid foundation for increased employee engagement. In-depth knowledge, strong technical skills, good interpersonal skills, analytical and problem-solving abilities, and high flexibility all help to increase motivation, commitment, job satisfaction, work discipline, and decision-making involvement. Understanding and developing these competencies allows firms to establish a supportive and stimulating work environment, increasing employee engagement and productivity.

2. The Influence of Discipline on Increasing Employee Engagement

Work discipline is a key factor that influences employee engagement. It includes timeliness, attendance, rule compliance, task performance, and time management. Each of these discipline factors helps to increase motivation, commitment, job satisfaction, work discipline, and decision-making engagement. Punctuality is a key measure of job discipline. Employees that are on time display responsibility and dedication to their jobs and the organization. Punctuality demonstrates respect for coworkers and supervisors, which boosts motivation and job satisfaction. Employees that are constantly prompt are more involved in their work and feel valued for their professionalism. This also leads to higher dedication because they show seriousness in completing their work on schedule.

Attendance is also a significant issue in workplace discipline. Consistent attendance demonstrates an employee's dedication to the organization. Employees who attend work on a daily basis are more likely to be interested and contribute successfully. Good attendance also improves team morale, resulting in a more stable and productive work environment, which boosts job satisfaction and motivation. Additionally, frequent attendance demonstrates employee dependability, which fosters trust from coworkers and superiors. Compliance with rules is an important part of work discipline since it demonstrates employees' desire to follow the policies and procedures established by the business. This compliance demonstrates respect for the current structures and systems that maintain an ordered and efficient work environment. Employees who follow the rules are more disciplined at work, which increases task performance and productivity. Compliance with rules fosters a sense of security and trust among employees, increasing their commitment and involvement in the firm.

Consistent and high task performance is indicative of good work discipline. Employees who are disciplined in completing their responsibilities demonstrate strong dedication and commitment. Good task performance boosts motivation since employees are pleased with their results. Furthermore, employees that succeed at task performance are frequently offered additional responsibilities and opportunities, increasing their engagement in decision-making and organizational planning. Good performance also boosts the employee's reputation in the eyes of management, encouraging dedication and job happiness. Time management is the capacity to organize and use time efficiently when performing tasks. Employees with good time management abilities are more productive and efficient, which boosts overall performance. Good time management enables employees to accomplish assignments on time, lowering stress and increasing job satisfaction. Employees who can effectively manage their time are more likely to engage in decision-making because they can set aside time for strategic

talks and planning. This capacity also boosts motivation and commitment since employees believe they can attain their objectives effectively.

Overall, work discipline, which encompasses punctuality, attendance, adherence to rules, task performance, and time management, is critical for enhancing employee engagement. Organizations that foster a disciplined work culture can boost employee motivation, dedication, job satisfaction, work discipline, and involvement in decision-making, all of which contribute to the organization's long-term success.

3. The Influence of Job Satisfaction on Increasing Employee Engagement

Job satisfaction is an important component in determining employee engagement, and it includes factors such as pay, working conditions, connections with coworkers, relationships with superiors, and career advancement. Each of these aspects has a substantial impact on employee motivation, commitment, job satisfaction, work discipline, and decision-making engagement. Pay is a crucial component in determining employee work satisfaction. Employees who believe their remuneration is fair for the contributions and value they offer to the organization are more likely to be satisfied. Satisfaction with remuneration not only improves incentive to work hard, but it also fosters a sense of justice and appreciation, which contributes to greater devotion to the organization. Employees who are satisfied with their compensation are more disciplined at work because they believe their efforts are appreciated.

Working conditions, such as the physical and psychological environment of the workplace, are also essential factors in determining job happiness. Employees feel more at ease and secure when they work in a safe and comfortable environment. This not only boosts job satisfaction but also improves employee well-being. Employees who are satisfied with their working conditions are more motivated to work well and actively participate in their jobs. Employee job happiness is strongly influenced by relationships with coworkers. Positive interactions with coworkers foster a collaborative and cooperative work environment in which individuals feel supported and valued by their team. Positive interactions with coworkers boost motivation and job satisfaction because employees feel like they are part of a strong team and contribute positively to collective success.

Relationships with superiors have an impact on employee job satisfaction. A helpful supervisor who provides constructive feedback can increase an employee's self-esteem and motivation. Satisfaction with outstanding relationships leads to a sense of value and recognition, which fosters devotion to the organization. Employees who believe they have positive relationships with their supervisors are more disciplined in carrying out their jobs and more committed to accomplishing corporate goals. Career advancement is a key aspect in inspiring and maintaining ambitious and goal-oriented personnel. Employees who believe the business provides opportunity for professional development and promotion are more likely to be happy. Satisfaction with professional advancement not only motivates employees to work hard, but it also fosters long-term loyalty to the firm. Employees who see a clear and accessible career path inside the organization are more invested in accomplishing organizational goals and more willing to participate in strategic decision-making.

Overall, job satisfaction, which includes a competitive compensation, decent working conditions, positive connections with coworkers and superiors, and prospects for advancement, has a major impact on employee engagement. Organizations may improve employee motivation, commitment, job satisfaction, work discipline, and involvement in decision-making by ensuring that employees are satisfied in these areas, which will ultimately help them accomplish their long-term strategic goals.

4. The Influence of Competence on Increasing Employee Productivity

Employee productivity is heavily influenced by employee competences like as knowledge, technical skills, interpersonal skills, analytical and problem-solving abilities, and flexibility. Employees with a thorough understanding of the profession and industry are better able to do their duties. Employees with a strong knowledge base are more efficient at completing their responsibilities because they can recognize and solve problems more quickly and accurately. Good information also enables individuals to make better decisions, which increases the quality of their work.

Technical skills are the practical abilities necessary to do specific work duties. Employees with strong technical skills can accomplish jobs more quickly and accurately, boosting the quantity of production. Furthermore, greater technical abilities help to improve output quality by producing better products or services in accordance with established standards. Interpersonal skills are essential for increasing employee productivity by fostering positive relationships with coworkers and facilitating efficient teamwork. Employees with strong interpersonal skills can collaborate more effectively, share knowledge and ideas, and create a supportive work atmosphere. This improves the efficiency with which group tasks are completed and encourages the best use of resources.

Employees with analytical and problem-solving skills may detect problems, evaluate their core causes, and come up with appropriate solutions. Employees with these skills can overcome difficulties more quickly and effectively, accelerating work processes and increasing time efficiency. Furthermore, the capacity to address problems effectively fosters creativity, since employees might generate new ideas that lead to process or product improvements. Adaptability is the ability to respond to changes in the environment or job demands. Adaptive employees are more adaptable and capable of dealing with problems. They can respond swiftly to changes in policies or new technology, resulting in increased resource efficiency and the ability to innovate in performing tasks.

Overall, excellent staff capabilities, such as in-depth knowledge, good technical skills, strong interpersonal skills, high analytical and problem-solving abilities, and adaptability, all lead to higher employee productivity. Understanding and developing these competences allows firms to raise the quantity, quality, time efficiency, resource utilization, and level of creativity in their work environment, resulting in a competitive edge and long-term growth.

5. The Influence of Discipline on Increasing Employee Productivity

Employee productivity is significantly influenced by work discipline, which includes punctuality, attendance, rule compliance, task performance, and time management. Punctuality is a critical part of workplace discipline that influences employee productivity. Employees who consistently fulfill job deadlines generate more output in the same time span. Punctuality also demonstrates great discipline and accountability, which promotes improved performance in meeting production targets. Thus, punctuality adds to higher production quantity by allowing employees to complete more jobs on time.

Attendance is another key sign of workplace discipline. Employees who are constantly present at work boost operational reliability and contribute to the smooth operation of the manufacturing process. Good attendance guarantees that there are no unexpected disruptions to the workday, which affects time efficiency and resource use. Employees can focus on their work and meet production targets more efficiently if they are present on a regular basis. Compliance with regulations is an essential component of work discipline, which provides structure and order in the workplace. Employees that follow corporate regulations ensure that operational procedures are followed correctly, resulting in fewer errors and higher output quality. Compliance with regulations also promotes efficient resource usage because all processes adhere to specified standards and procedures.

Good work discipline leads to consistent and high-quality task execution. Employees who understand and carry out their tasks properly are more likely to deliver quality output that meets targets. Good task performance has a direct impact on output quality, since the items or services provided meet or exceed customer expectations and industry standards. Time management is a crucial skill for improving staff productivity. Employees that can manage their time well can make better use of their time and finish jobs more efficiently. Good time management enables staff to focus on vital and urgent tasks, increasing time efficiency and speeding up the production process. Furthermore, efficient time management allows people to innovate by discovering new methods to improve processes or goods, which contributes to productivity through invention.

Overall, work discipline, which comprises punctuality, attendance, rule adherence, task performance, and time management, has a significant impact on worker productivity. Organizations may increase their output quantity, output quality, time efficiency, resource utilization, and level of innovation by ensuring that employees have excellent work discipline in all of these areas. This not only helps to achieve operational goals, but it also contributes to the organization's long-term growth and sustainability.

6. The Influence of Job Satisfaction on Increasing Employee Productivity

Job satisfaction, including income, working conditions, connections with coworkers, relationships with superiors, and career advancement, has a substantial impact on employee productivity, which includes output quantity, output quality, time efficiency, resource utilization, and innovation. Salary plays a crucial role in determining employee work satisfaction. Employees who believe their remuneration is fair and consistent with their contribution are more driven to meet production targets and create larger amounts. Furthermore, wage satisfaction has an impact on output quality since employees who are content with their income are more focused and efficient in carrying out their jobs.

Good working conditions, such as a comfortable and safe physical environment and enough work facilities, promote employee well-being and job satisfaction. Working environments that satisfy standards make people more comfortable executing their jobs, increasing time efficiency and resource utilization. A good working atmosphere also motivates employees to develop and provide high-quality products or services. Good working connections lead to productive collaboration. Employees with positive relationships with coworkers are more likely to participate in teams, encourage one another, and share knowledge and skills. This harmonious partnership speeds up work completion, improves time efficiency, and boosts total team productivity.

A positive relationship with a supervisor is vital for inspiring employees and enhancing job satisfaction. Employees are more motivated and perform better when their superiors provide encouragement, constructive comments, and opportunity for professional progress. Employees who are satisfied with their relationship with their superior are more likely to make good decisions and complete duties on schedule. Employees are more motivated to boost their productivity as their careers progress. Opportunities for career growth and professional improvement provide employees with clear goals for improving their work performance. Employees who believe the firm offers prospects for professional advancement are more dedicated and results-oriented, which supports increased output quantity, increases output quality, and fosters innovation in their job.

Overall, job satisfaction, which includes an adequate income, pleasant working conditions, great connections with coworkers and superiors, and prospects for professional advancement, has a considerable impact on employee productivity. Organizations that pay attention to these characteristics can establish a supportive work environment, enhance employee motivation, and optimize their performance in accomplishing operational and

strategic goals. This not only benefits individuals, but also gives corporations a competitive advantage in today's industry.

7. The Influence of Employee Engagement on Increasing Employee Productivity

Staff engagement, which encompasses motivation, dedication, job happiness, work discipline, and decision-making involvement, has a substantial impact on staff productivity. Motivation is an important aspect in enhancing employee productivity. Motivated individuals have a strong internal drive to attain their personal and corporate goals. Employees who are highly motivated work harder and smarter, which directly correlates with increased production quantity. Furthermore, high motivation improves output quality since employees are more focused on meeting high work standards and getting the best results.

Employee commitment to the organization is a key factor in enhancing productivity. Employees with a high level of devotion are more likely to give their all in their work. High commitment helps employees to prioritize the organization's interests, resulting in improved output quality and time efficiency in accomplishing shared goals. Committed personnel are also more likely to make the best use of available resources in order to achieve their goals. Job happiness is an essential factor in enhancing employee productivity. Employees who are content with their work environment, income, working conditions, and interpersonal interactions are more likely to be motivated and successful. Job happiness affects time efficiency because satisfied personnel are more engaged and productive in carrying out their jobs. Furthermore, job satisfaction fosters creativity by allowing employees to propose fresh ideas for improving procedures or products.

Work discipline is another key aspect in enhancing productivity. Employees that are disciplined in carrying out their jobs, such as timeliness, good attendance, and rule compliance, contribute to a well-organized and efficient workplace. Strong discipline ensures that activities are performed on schedule and to a high standard, resulting in improved output quality and time efficiency. Employees who participate in decision making have a greater feeling of ownership and responsibility for the outcomes of their job. This engagement not only boosts motivation and dedication, but it also motivates employees to actively participate in developing strategies and solutions to increase productivity. Employees who participate in decision-making are more creative and innovative in their efforts to improve work efficiency and quality.

Overall, good employee involvement in areas like as motivation, commitment, job happiness, work discipline, and decision-making improves employee productivity. By ensuring that all of these factors are adequately managed and addressed, organizations may foster a positive work environment, increase individual and team performance, and achieve longer-term strategic goals.

Conceptual Framework

The conceptual framework has been established based on the research findings, previous investigations, and the discourses mentioned above:

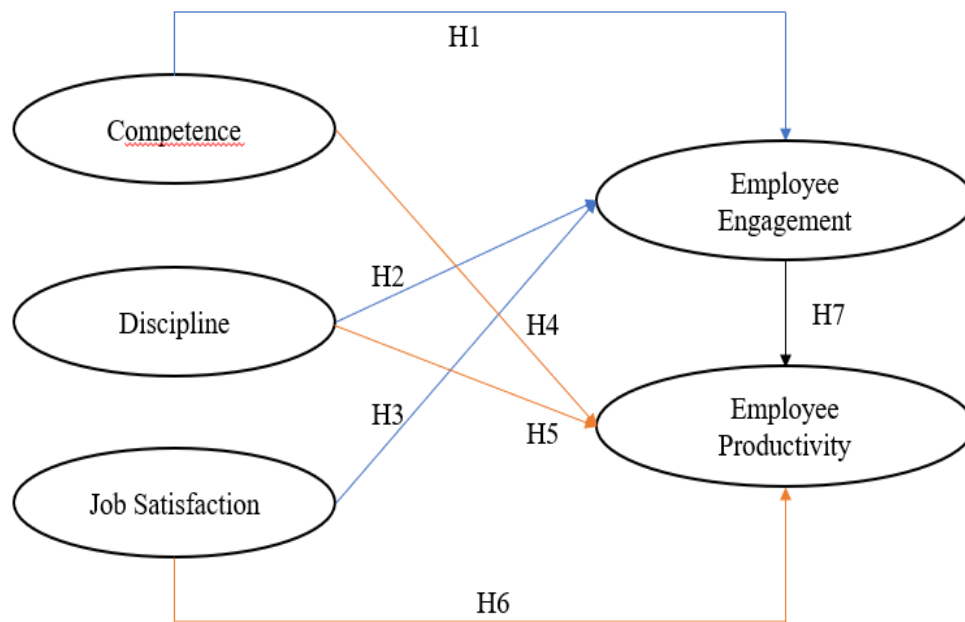


Figure 1. Conceptual Framework

Based on Figure 1 above, competence, discipline and job satisfaction have an effect on increasing employee engagement and productivity. However, in addition to the variables of competence, discipline and job satisfaction that affect increasing employee engagement and productivity, there are other variables that affect, including:

- 1) Leadership Style: (Saputra & Mahaputra, 2022b), (Siagian et al., 2023), (Saputra, 2021), (Sudiantini & Saputra, 2022), (Susanto, Setiawan, et al., 2024).
- 2) Work Environment: (Gultom et al., 2022), (Saputra & Mahaputra, 2022a), (Susanto, Simarmata, et al., 2024), (Saputra et al., 2023).
- 3) Workload: (Mahaputra & Saputra, 2021), (Ali et al., 2022), (Hermawan, 2022), (Putri et al., 2023), (S & Ali, 2022).

CONCLUSION

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

1. Competence influences Employee Engagement Increase;
2. Discipline influences Employee Engagement Increase;
3. Job Satisfaction influences Employee Engagement Increase;
4. Competence influences Employee Productivity Increase;
5. Discipline influences Employee Productivity Increase;
6. Job Satisfaction influences Employee Productivity Increase; and
7. Employee Engagement influences Employee Productivity Increase.

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