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A Determinants Model of Employee Productivity: The Roles of Discipline, Organizational Citizenship Behavior, Quality of Work Life, Employee Commitment, and Job Satisfaction with Motivation as a Mediator and Compensation as a Moderator

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Abstract: This study is a literature review that examines the determinants model of employee productivity by considering the role of work discipline, Organizational Citizenship Behaviour (OCB), Quality of Work Life (QWL), employee commitment, and job satisfaction as exogenous variables, motivation as a mediating variable, and compensation as a moderating variable. The purpose of this article is to build testable hypotheses for subsequent empirical research. The research method employs library research and Systematic Literature Review (SLR), with qualitative descriptive analysis sourced from e-books and open-access e-journals with international reputation (Sinta 1 and Scopus Q2). The results of this review indicate that: 1) work discipline affects employee productivity; 2) OCB affects employee productivity; 3) QWL affects employee productivity; 4) employee commitment affects employee productivity; 5) job satisfaction affects employee productivity; 6) motivation mediates the influence of exogenous variables on employee productivity; and 7) compensation moderates the relationship between motivation and employee productivity.

Keyword: Employee Productivity, Work Discipline, OCB, Quality of Work Life, Commitment, Job Satisfaction, Motivation, Compensation.

INTRODUCTION

Background of the Study.

Employee productivity is one of the key pillars that determine the competitiveness and sustainability of an organization, both in the public and private sectors. In an increasingly complex era of global competition, organizations are not only required to produce output quantitatively but must also ensure consistent quality of work from every individual involved. High productivity is not merely a reflection of an employee's technical ability; rather, it is the result of a series of psychological, structural, and managerial factors that interact dynamically (Dessler, 2020)

The phenomenon of declining productivity remains a significant challenge across various industrial sectors in Indonesia. Based on a report by the Central Bureau of Statistics (Badan Pusat Statistik, 2023), the growth of labor productivity in Indonesia is still below the average of ASEAN countries. This indicates a gap between the potential of human resources and the actual work outcomes achieved. This gap may be attributed to several factors, including weak enforcement of work discipline, lack of organizational ownership, an uncondusive work environment, and low levels of employee satisfaction and commitment.

Work discipline serves as a fundamental foundation in building a productive work culture. When employees comply with rules, complete tasks on time, and take responsibility for their duties, overall organizational efficiency improves (Khan & others, 2020). On the other hand, Organizational Citizenship Behavior (OCB) reflects voluntary employee actions that go beyond formal job descriptions, such as helping colleagues, actively contributing to teams, and maintaining the organization's reputation. Such behaviors have been shown to significantly enhance collective team productivity (Podsakoff et al., 2018).

Quality of Work Life (QWL) has become increasingly relevant in contemporary human resource management discourse. This concept encompasses not only the physical work environment but also work-life balance, job security, and opportunities for personal and

professional growth. Research by Nanjundeswaraswamy and Swamy (2023) demonstrates that high QWL directly contributes to improved employee productivity. Similarly, employee commitment plays a crucial role in fostering loyalty and perseverance, which ultimately lead to higher productivity (Shafie & others, 2022).

Job satisfaction, as an affective response to one's job, is another critical factor that cannot be overlooked. Satisfied employees tend to be more motivated, creative, and committed to completing their tasks (Judge et al., 2023). In this context, motivation acts as a bridge between various psychological factors and the tangible output in the form of productivity. Meanwhile, compensation, as a form of reward for employee contributions, is expected to strengthen or weaken the relationship between motivation and productivity, depending on perceptions of fairness and adequacy (Sultana et al., 2012).

Although these variables have been widely studied individually, research that integrates them into a comprehensive model—positioning motivation as a mediator and compensation as a moderator—remains limited. Therefore, this literature review aims to fill this gap and provide a strong theoretical foundation for future empirical research.

Based on the background above, the objective of this article is to develop hypotheses for future studies, specifically to examine: (1) the effect of work discipline on employee productivity; (2) the effect of OCB on employee productivity; (3) the effect of QWL on employee productivity; (4) the effect of employee commitment on productivity; (5) the effect of job satisfaction on productivity; (6) the role of motivation as a mediator; and (7) the role of compensation as a moderator.

METHOD

The method used in this article employs a library research approach and a Systematic Literature Review (SLR), which are analyzed using a descriptive qualitative method. The sources of references were obtained from online platforms such as Google Scholar, Mendeley, and other reputable academic repositories. The selected articles consist of open-access international journals with a minimum classification of Sinta 1 and Scopus Q2, published within the last six years (2019–2025).

Systematic Literature Review (SLR) is defined as a structured and transparent process of identifying, evaluating, and synthesizing existing research evidence to address specific research questions (Petticrew & Roberts, 2020). This approach enables researchers to comprehensively map the development of a research field, identify gaps in the literature, and construct coherent theoretical arguments.

In qualitative analysis, literature reviews are conducted based on the methodological assumption that contextual interpretation of prior research findings provides deeper insights than mere aggregation of quantitative data. This approach is exploratory and theory-building in nature, making it particularly suitable for developing conceptual models and research hypotheses (Ali & others, 2022)

The article selection process was conducted in three stages: (1) identification of articles based on relevant thematic keywords; (2) screening based on inclusion criteria, including year of publication, journal reputation, and topic relevance; and (3) extraction and synthesis of findings from eligible articles. A total of more than thirty articles from various

reputable international journals were analyzed, including Journal of Applied Psychology, International Journal of Human Resource Management, Management Decision, as well as several national Sinta 1 journals such as Jurnal Manajemen dan Bisnis Indonesia.

RESULTS AND DISCUSSION

Result

Based on the background, objectives, and methods described above, the results of this literature review are as follows::

Employee Productivity

Employee productivity is a measure of the extent to which an individual is able to generate valuable work output relative to the resources invested, including time, effort, and cognitive input. (Dessler, 2020) defines productivity as the ratio between output produced and input utilized in a work process, reflecting both the efficiency and effectiveness of human resource utilization.

According to (Sinungan, 2021), employee productivity is influenced by internal factors such as ability, motivation, and work attitude, as well as external factors including working conditions, management systems, and organizational policies. (Judge & others, 2023) emphasize that productivity cannot be separated from the psychological context of employees, including job satisfaction, commitment, and workplace behavior.

The dimensions of employee productivity relevant to this study include: (1) efficiency in the use of working time; (2) quality of work output; (3) quantity of output produced; and

(4) the ability to adapt to changes and new job demands. Employee productivity has been widely examined in previous studies, including those conducted by (Khan & others, 2020), (Sari & Dewi, 2022), (Hermawan & Santoso, 2021), (Nanjundeswaraswamy & Swamy, 2023), as well as (Judge & others, 2023)

Work discipline

Work discipline is a form of employee self-control manifested through compliance with organizational rules, punctuality, and responsibility in completing tasks. (Hasibuan, 2019) defines discipline as an individual's awareness and willingness to adhere to all company regulations and prevailing social norms, which represents one of the most important operative functions of human resource management.

(Khan & others, 2020), in their study published in the International Journal of Human Resource Management, assert that consistent work discipline directly enhances employee efficiency and output. This is because disciplined employees tend to be more organized, possess clear work priorities, and are able to minimize the waste of time and resources.

The dimensions and indicators of work discipline commonly used in research include:

(1) attendance and punctuality; (2) compliance with procedures and work standards; (3) responsibility for assigned tasks; and (4) attitudes and behaviors that align with organizational norms. Work discipline has been widely examined in previous studies, including those conducted by (Khan & others, 2020), (Sari & Dewi, 2022), as well as (Rivai & Sagala, 2020)

Organizational Citizenship Behaviour / OCB

Organizational Citizenship Behavior (OCB) refers to voluntary work behavior that is not explicitly stated in formal job descriptions but contributes positively to overall organizational effectiveness. Dennis Organ et al. (Podsakoff et al., 2018) define OCB as individual behavior that is discretionary, not directly or explicitly recognized by formal reward systems, yet collectively promotes the effective functioning of the organization.

(Podsakoff et al., 2018)(2023), in their comprehensive meta-analysis published in the *Journal of Applied Psychology*, found that OCB is positively and significantly correlated with team productivity and organizational performance. Employees who exhibit behaviors such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue tend to foster a more collaborative and productive work environment.

The dimensions of OCB used in this study refer to the model proposed by Organ (Podsakoff et al., 2018), which include: (1) altruism, defined as helping behavior toward colleagues without expecting rewards; (2) conscientiousness, referring to behavior that exceeds minimum job requirements; (3) sportsmanship, reflecting tolerance toward less-than-ideal work conditions; (4) courtesy, which involves preventing work-related conflicts; and (5) civic virtue, referring to active participation in organizational affairs.

Quality of Work Life / QWL

Quality of Work Life (QWL) is a multidimensional concept that encompasses employees' perceptions of safety, satisfaction, and personal development within the workplace. Richard E. Walton (Nanjundeswaraswamy & Swamy, 2023) identified eight major criteria of QWL that remain relevant today, including fair compensation, safe working conditions, opportunities to use and develop individual capacities, growth and security opportunities, social integration, constitutionalism within the organization, work-life balance, and the social relevance of work life.

(Nanjundeswaraswamy & Swamy, 2023), in a study published in the *International Journal of Quality and Reliability Management*, empirically demonstrated that QWL has a positive and significant effect on employee productivity. Employees who perceive a high level of QWL tend to be more energetic, more creative, and more committed in completing their tasks.

The dimensions of QWL relevant to this study include: (1) occupational health and safety; (2) fairness and adequacy of compensation; (3) opportunities for personal and career development; (4) a supportive work environment; (5) work-life balance; and (6) positive interpersonal relationships in the workplace.

Employee Commitment

Employee commitment is defined as the psychological attachment an employee has toward the organization in which they work, influencing their decision to remain part of that organization. John P. Meyer and Natalie J. Allen (Shafie & others, 2022) classify organizational commitment into three components: affective commitment (emotional attachment), continuance commitment (cost-benefit considerations of staying), and normative commitment (a sense of obligation to remain with the organization).

Shafie et al. (2022), in a study published in the *Journal of Business Research*, found that affective commitment has the strongest influence on work productivity. Employees who are emotionally attached to their organization tend to work more diligently, be more proactive, and generate greater innovation in their tasks.

The dimensions of employee commitment relevant to this study include: (1) identification with organizational values and goals; (2) active involvement in organizational activities; (3) loyalty and the intention to remain within the organization; and (4) willingness to exert extra effort for the benefit of the organization.

Job Satisfaction

Job satisfaction is a positive affective response experienced by an employee toward various aspects of their job, including the work itself, remuneration, supervision, coworkers, and promotion opportunities. Edwin A. Locke (as cited in Judge et al., 2023) defines job satisfaction as a pleasurable or positive emotional state resulting from an individual's appraisal of their job or work experiences.

Timothy A. Judge et al. (2023), in recent meta-analysis published in the *Psychological Bulletin*, confirmed a strong positive correlation between job satisfaction and employee productivity. This finding is consistent with the study conducted by Hermawan and Santoso (2021), which found that job satisfaction is a significant predictor of employee productivity in the Indonesian manufacturing sector.

The dimensions of job satisfaction used as a reference in this study are based on the Minnesota Satisfaction Questionnaire (MSQ), which includes: (1) intrinsic satisfaction, related to the nature of the work itself; (2) extrinsic satisfaction, related to conditions surrounding the job; (3) satisfaction with supervision; (4) satisfaction with coworkers; and (5) satisfaction with compensation received.

Motivation (Mediator Variable)

Motivation is defined as both internal and external forces that drive individuals to behave and work in certain ways in order to achieve desired goals. According to the hierarchy of needs theory proposed by Abraham Maslow (as cited in Stephen P. Robbins & Timothy A. Judge, 2022), motivation arises from unmet needs, ranging from basic physiological needs to higher-level self-actualization needs.

Ningsih and Pratiwi (2022), in a study published in *Jurnal Manajemen* (Sinta 1), empirically demonstrated that motivation acts as a significant mediator between job satisfaction and organizational commitment on employee productivity. This implies that the positive effects of job satisfaction and commitment on productivity are largely transmitted through increased employee motivation.

The dimensions of motivation relevant to this study refer to the two-factor theory of Frederick Herzberg and the expectancy theory of Victor Vroom, which include: (1) the drive for achievement; (2) recognition and appreciation for work performance; (3) responsibility and trust assigned; (4) opportunities for growth and advancement; and (5) expectations regarding outcomes and the instruments to achieve them

Compensation (Mediator Variable)

Compensation refers to all forms of rewards received by employees as remuneration for their contributions to the organization, including both financial (salaries, allowances, bonuses) and non-financial aspects (recognition, work flexibility, and career development opportunities). Robert L. Mathis and John H. Jackson (as cited in Sultana et al., 2021) emphasize that a fair and competitive compensation system is a strategic instrument for attracting, retaining, and motivating high-quality employees.

Sultana et al. (2021), in a study published in the *Management Decision* (Scopus Q2), found that compensation acts as a significant moderator in strengthening the relationship between motivation and employee productivity. When employees perceive that the compensation they receive is commensurate with their contributions and efforts, their motivation becomes more effective in driving higher productivity.

The dimensions of compensation relevant to this study include: (1) internal and external equity in salary determination; (2) adequacy of benefits and work facilities; (3) timeliness of compensation payment; (4) alignment between compensation and job performance; and (5) transparency in payroll systems and bonus distribution

Relevant Research Findings

Relevant articles are reviewed as a basis for formulating research hypotheses by describing the findings of previous studies, as well as identifying their similarities and differences with the proposed research, as presented in Table 1 below.

a. **Tabel 1: Relevant Research Findings**

No	Author (Year)	Previous Research Findings	Similarities with This Study	Differences from This Study	H
1	Khan et al. (2020)	Work discipline and commitment have a positive and significant effect on employee productivity	Work discipline affects employee productivity	This study does not examine OCB and QWL as independent variables	H1
2	Sari & Dewi (2022)	Work discipline and motivation have a positive and significant effect on employee productivity	Work discipline and motivation affect productivity	Does not examine compensation as a moderator and OCB as a predictor	H1, H5
3	Podsakoff et al. (2023)	OCB has a positive effect on team productivity and organizational performance	OCB affects employee productivity	Does not use motivation as a mediator and compensation as a moderator	H2
4	Hermawan & Santoso (2021)	OCB and job satisfaction significantly affect employee productivity in the manufacturing sector	OCB and job satisfaction affect productivity	Does not simultaneously examine QWL and commitment as exogenous variables	H2, H4
5	Nanjundeswaraswamy & Swamy (2023)	Quality of Work Life has a positive and significant effect on employee productivity	QWL affects employee productivity	Does not test the mediating role of motivation and moderating role of compensation	H3
6	Muis et al. (2021)	QWL and organizational commitment affect employee productivity	QWL and commitment affect productivity	Motivation is not positioned as a mediating variable	H3, H4
7	Shafie et al. (2022)	Organizational commitment positively affects employee productivity and performance	Employee commitment affects productivity	Does not examine discipline and QWL as antecedent variables	H4
8	Judge et al. (2023)	Job satisfaction has a positive and significant effect on employee productivity	Job satisfaction affects productivity	Does not examine compensation as a moderator and motivation as a mediator	H5
9	Ningsih & Pratiwi (2022)	Motivation mediates the effect of job satisfaction and commitment on productivity	Motivation mediates the effect of exogenous variables on productivity	Does not examine discipline, OCB, and QWL as independent variables	H6

10	Sultana et al. (2021)	Compensation moderates the relationship between motivation and employee productivity	Compensation acts as a moderating variable in enhancing productivity	Does not examine discipline, OCB, and QWL as antecedents of motivation	H7
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Sumber: review literatur, 2025

Discussion

Based on the theoretical review and the analysis of relevant studies, the discussion in this literature review article focuses on examining the relationships among variables and developing a conceptual framework for the research.:

The Effect of Work Discipline on Employee Productivity

Work discipline represents the manifestation of an employee's awareness and commitment to comply with all rules and procedures established within the organization. When an employee demonstrates a high level of discipline, they tend to arrive on time, complete tasks according to targets, and take full responsibility for their assigned duties. This directly contributes to the efficiency of work processes and the quality of the output produced.

The principles of effective work discipline include consistency in the implementation of rules, clarity of expected behavioral standards, firmness in the application of sanctions and rewards, and a humanistic approach in the coaching process. When these principles are

applied consistently, employees develop a high level of work predictability, which in turn reduces the waste of time and organizational resources.

Work discipline has a positive effect on employee productivity. This occurs because disciplined employees tend to have better time management, are able to prioritize tasks effectively, and possess a strong awareness of the consequences of their actions. Factors influencing work discipline include employee goals and abilities, leadership role modeling, fair compensation, justice in rule enforcement, close supervision, and educative sanctions.

The positive relationship between work discipline and employee productivity is supported by previous studies, including those conducted by Khan et al. (2020), Sari and Dewi (2022), as well as Veithzal Rivai and Ella Jauvani Sagala (2020). Based on the above explanation, the first hypothesis of this study is as follows:

H1: Work discipline has a positive and significant effect on employee productivity.

The Effect of Organizational Citizenship Behavior (OCB) on Employee Productivity

Organizational Citizenship Behavior (OCB) reflects a dimension of work behavior that goes beyond the formal boundaries of job descriptions. Employees with high levels of OCB not only focus on their individual tasks but also actively contribute to the success of their colleagues and the organization as a whole. Such behavior creates positive synergy within work teams, which collectively enhances organizational productivity.

The principles underlying OCB are rooted in values such as altruism, collaboration, and a sense of belonging to the organization. Employees with high OCB tend to have lower absenteeism, are less likely to engage in counterproductive behaviors, and are more adaptable to changes in the work environment. Factors influencing OCB include job satisfaction, trust in leadership, organizational culture, and perceived fairness.

OCB has a positive effect on employee productivity because when team members voluntarily assist and coordinate with one another, work processes become more efficient, conflicts are reduced, and innovation is more likely to emerge. Philip M. Podsakoff et al. (2023), in their meta-analysis, demonstrated that OCB contributes to increased productivity at both the individual and organizational levels.

The positive relationship between OCB and employee productivity is supported by previous studies, including those conducted by Philip M. Podsakoff et al. (2023) and Hermawan and Santoso (2021). Based on the above explanation, the second hypothesis of this study is as follows:

H2: Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee productivity.

The Effect of Quality of Work Life (QWL) on Employee Productivity

Quality of Work Life (QWL) reflects the extent to which the work environment is able to fulfill employees' personal and professional needs. When employees feel secure, valued, and have opportunities for growth in their jobs, they are more likely to devote their

best energy and creativity to the organization. This constitutes the fundamental logic linking QWL to productivity.

The principles of effective QWL include the fulfillment of basic needs and workplace safety, the provision of autonomy and trust in decision-making, recognition of employee contributions, and support for work-life balance. When these dimensions are fulfilled holistically, employees tend to demonstrate higher levels of work engagement.

QWL has a significant impact on employee productivity. When employees perceive a high quality of work life, their productivity tends to increase, and vice versa. Factors influencing QWL include management policies, organizational climate, industrial relations, and employee welfare facilities. Previous studies by T. S. Nanjundeswaraswamy and D. R. Swamy (2023), as well as Muis et al. (2021), consistently support this positive relationship.

The positive relationship between QWL and employee productivity is aligned with prior studies conducted by T. S. Nanjundeswaraswamy and D. R. Swamy (2023) and Muis et al. (2021). Based on the above explanation, the third hypothesis of this study is as follows:

H3: Quality of Work Life (QWL) has a positive and significant effect on employee productivity.

The Effect of Employee Commitment on Employee Productivity

Employee commitment represents a psychological force that binds individuals to their organization and directs them to act consistently with organizational interests. Employees with high levels of commitment do not merely fulfill their minimum obligations but actively strive to contribute their best efforts. This emotional attachment serves as a driving force for sustained productivity.

Strong commitment is built through the internalization of organizational values, shared success experiences, mutual trust between employees and management, and a sense of pride in being part of the organization. Factors influencing employee commitment include job characteristics, leadership quality, organizational climate, procedural justice, and opportunities for personal development.

Employee commitment has a significant impact on productivity, as committed employees tend to work harder, be more creative, and demonstrate greater persistence in facing job-related challenges. They are also more tolerant of less-than-ideal working conditions and better able to manage work-related stress constructively. Empirical studies by Shafie et al. (2022) and Muis et al. (2021) support this relationship.

The positive relationship between employee commitment and productivity is consistent with prior studies conducted by Shafie et al. (2022), Muis et al. (2021), as well as Hermawan and Santoso (2021). Based on the above explanation, the fourth hypothesis of this study is as follows :

H4: Employee commitment has a positive and significant effect on employee productivity.

The Effect of Job Satisfaction on Employee Productivity

Job satisfaction is an emotional state that arises when employees' expectations and needs are fulfilled through their work experiences. Employees who are satisfied with their jobs tend to be more enthusiastic, more proactive in seeking solutions, and more willing to exceed standard job expectations. High job satisfaction creates a positive cycle in which employees perform better, achieve more satisfying outcomes, and become increasingly motivated to contribute.

The principles of effective job satisfaction include alignment between employees' abilities and job demands, fairness in reward systems, quality relationships with supervisors and coworkers, and the availability of clear career development paths. Factors influencing job satisfaction include job characteristics, leadership style, organizational culture, and working conditions.

Job satisfaction has a significant effect on employee productivity, and this relationship is partially mediated by intrinsic motivation arising from satisfying work experiences. Timothy A. Judge et al. (2023), in their comprehensive meta-analysis, confirmed a substantial positive correlation between job satisfaction and various indicators of employee performance and productivity.

The positive relationship between job satisfaction and employee productivity is consistent with previous studies conducted by Timothy A. Judge et al. (2023), Hermawan and Santoso (2021), as well as Ningsih and Pratiwi (2022). Based on the above explanation, the fifth hypothesis of this study is as follows:

H5: Job satisfaction has a positive and significant effect on employee productivity.

The Role of Motivation as a Mediating Variable

Motivation serves as a bridging mechanism that links various psychological and structural factors to employee productivity outcomes. In this model, motivation mediates the effects of work discipline, Organizational Citizenship Behavior (OCB), Quality of Work Life (QWL), employee commitment, and job satisfaction on productivity. This implies that these five exogenous variables influence productivity not only directly but also indirectly through enhanced employee motivation.

The mediation mechanism can be explained as follows: employees who demonstrate discipline, exhibit OCB, perceive a high quality of work life, are committed to their organization, and feel satisfied with their jobs are more likely to experience increased intrinsic motivation, which in turn drives higher productivity. Ningsih and Pratiwi (2022) empirically confirmed this mediating role of motivation.

Factors that determine the strength of motivation as a mediator include the alignment of incentive systems with employee needs, the quality of leadership in providing inspiration and support, and an organizational climate that encourages self-expression and creativity. Based on the above explanation, the sixth hypothesis of this study is as follows:

H6: Motivation mediates the effects of work discipline, Organizational Citizenship Behavior (OCB), Quality of Work Life (QWL), employee commitment, and job satisfaction on employee productivity.

The Role of Compensation as a Moderating Variable

Compensation, as a moderating variable, plays a role in strengthening or weakening the relationship between motivation and employee productivity. When the compensation system is

perceived as fair and aligned with employees' contributions, motivation becomes more effective in generating higher productivity. Conversely, inadequate compensation can weaken the impact of motivation on productivity, even among employees who exhibit high levels of commitment and job satisfaction.

Sultana et al. (2021), in their study published in the *Management Decision*, explicitly demonstrated this moderating effect of compensation. The managerial implication is that investing in a competitive and performance-based compensation system will optimize the conversion of employee motivation into actual productivity. This provides a strong argument that compensation should not merely be viewed as a cost, but rather as a strategic investment in organizational productivity.

The most relevant dimensions of compensation in this moderating context include pay equity and a clear linkage between performance and rewards (pay-for-performance). Based on the above explanation, the seventh hypothesis of this study is as follows:

H7: Compensation moderates the effect of motivation on employee productivity..

Conceptual Framework of the Study

Based on the research problem, discussion, and review of relevant studies, a conceptual framework is developed and can be described narratively as follows. This conceptual model positions five exogenous variables—work discipline, Organizational Citizenship Behavior (OCB), Quality of Work Life (QWL), employee commitment, and job satisfaction—which each have a direct effect on employee productivity, as well as an indirect effect through motivation as a mediating variable. Furthermore, the relationship between motivation and employee productivity is moderated by compensation.

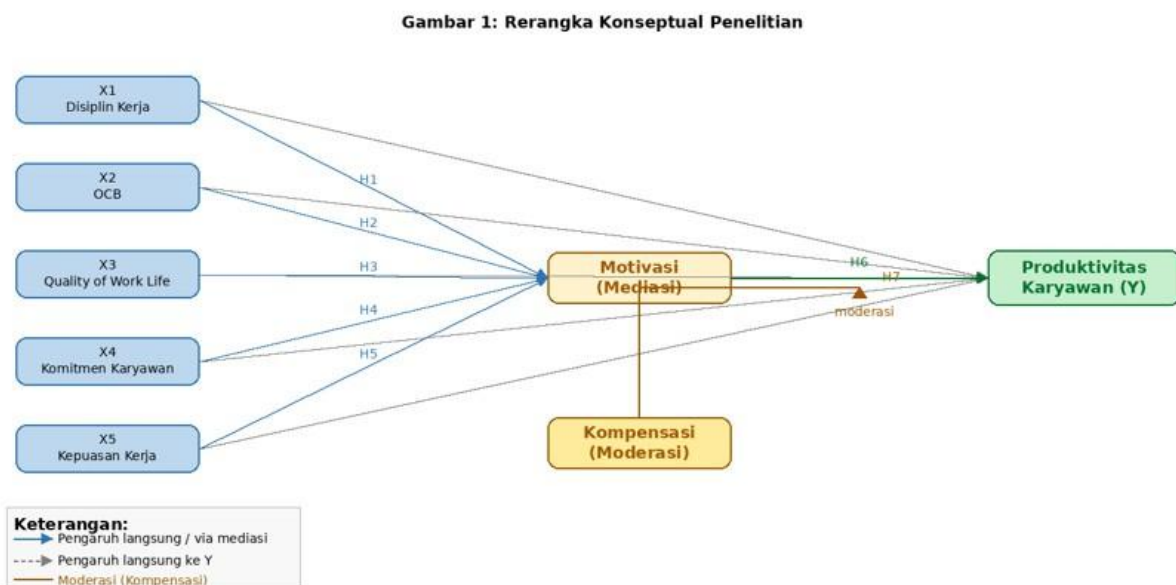


Figure 1: Conceptual Framework of the Study

Disiplin Kerja (X1), OCB (X2), QWL (X3), Komitmen (X4), Kepuasan Kerja (X5) → Motivasi (M) → Produktivitas Karyawan (Y)
 Kompensasi (Z) sebagai Moderasi pada hubungan M → Y

Based on the conceptual framework illustrated above, work discipline, Organizational Citizenship Behavior (OCB), Quality of Work Life (QWL), employee commitment, and job satisfaction influence employee productivity both directly and indirectly through motivation as a mediating variable, with compensation serving as a moderating variable. In addition to these

five exogenous variables, there are many other factors that may also influence employee productivity,

Including transformational leadership (Ali et al., 2022), organizational culture (Stephen P. Robbins & Timothy A. Judge, 2022), and the physical work environment (Gary Dessler, 2020).

CONCLUSION

Based on the objectives, findings, and discussion of this literature review, the conclusion of this study is to formulate hypotheses for future research, as follows: 1. Work discipline has a positive and significant effect on employee productivity (H1); 2. Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee productivity (H2); 3. Quality of Work Life (QWL) has a positive and significant effect on employee productivity (H3); 4. Employee commitment has a positive and significant effect on employee productivity (H4); 5. Job satisfaction has a positive and significant effect on employee productivity (H5); 6. Motivation mediates the effect of exogenous variables on employee productivity (H6); and 7. Compensation moderates the effect of motivation on employee productivity (H7).

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