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The Effect of Work-Life Balance, Organizational Culture, Career Path and Key Performance Indicator on Productivity through Employee Engagement

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Abstract: The purpose of this literature research is expected to build hypotheses regarding the influence between variables which can later be used for further research in the scope of human resource management. The literature review research article on the effect of *work-life balance*, organizational culture, career path, and *key performance indicators* on productivity through employee engagement is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from secondary data or previous research relevant to this research and is sourced from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Work Life Balance affects Employee Engagement; 2) Organizational Culture affects Employee Engagement; 3) Career Path affects Employee Engagement; 4) Key Performance Indicators affect Employee Engagement; 5) Work Life Balance affects Productivity; 6) Organizational Culture affects Productivity; 7) Career Path affects Productivity; 8) Key Performance Indicators affect Productivity; and 9) Employee Engagement affects Productivity.

Keywords: Productivity, Employee Engagement, Work-Life Balance, Organizational Culture, Career Path, Key Performance Indicators

INTRODUCTION

Productive employees can be defined as individuals who are able to produce high quality output in an efficient time, make a significant contribution to the organisation's objectives and demonstrate a high level of commitment to their work. Employee productivity is not only measured by the quantity of work completed, but also by the quality of work produced. According to Saputra et al., (2024), productivity is the ratio of outputs produced to inputs used, where productive employees are able to maximise available resources to achieve optimal results. In addition, employee productivity is also influenced by various factors such as the work environment, management support and work-life balance. Employees who feel valued and engaged in their work tend to be more productive because they are more motivated to achieve set

goals. It is therefore important for organisations to create working conditions that are conducive to productivity, so that employees can maximise their contribution to achieving the organisation's vision and mission (Susanto, Sawitri, Ali, et al., 2023).

In the Indonesian transport sector, the phenomenon of declining employee productivity has become an increasingly important issue. Many transport companies, both large and small, are experiencing challenges in maintaining optimal levels of employee productivity. One of the main causes of this decline in productivity is a lack of attention to the work-life balance of employees. An unsupportive organisational culture also contributes to this phenomenon. Many transport companies in Indonesia still have a rigid and inflexible work culture, leaving employees feeling pressured and with little room to innovate (Susanto, Sawitri, & Suroso, 2023).

It is clear that transport companies in Indonesia face serious challenges in improving employee productivity. Therefore, it is important for management to evaluate and improve aspects that affect productivity, such as work-life balance, organisational culture and career paths. This will not only increase employee productivity, but also help companies achieve their long-term goals.

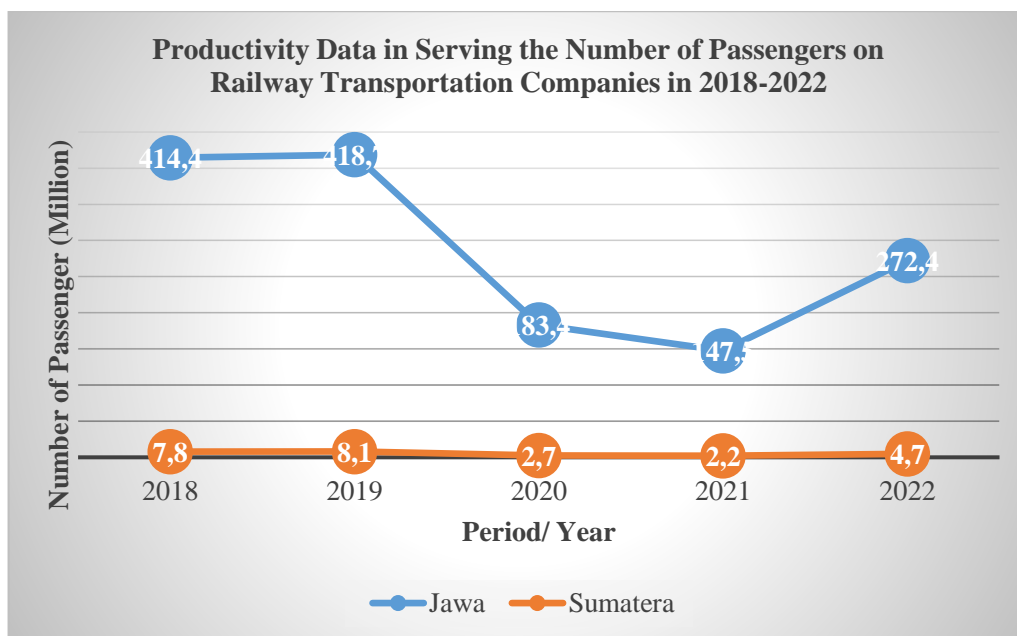


Figure 1. Productivity Data in Serving the Number of Passengers on Railway Transportation Companies in 2018-2022

Based on the data in Figure 1, it is known that employee productivity fluctuates. In 2018, the total rail transportation passengers served as many as 414.4 million people on the island of Java, and 7.8 million people on the island of Sumatra. However, in 2020 there was a significant decline, which only served 183.4 million passengers on the island of Java and 2.7 million rail transportation passengers on the island of Sumatra. Then in 2021 it continues to decline, where the number of rail transportation passengers served is only 147.5 million people on the island of Java, while on the island of Sumatra 2.2 million people. This indicates that employee productivity, especially in transportation companies, is still unable to realize its goals.

Formulation of Problem

Based on the background of the problem above, the formulation of problems related to transportation companies to be used as hypotheses in further research is determined: 1) Does Work Life Balance affect Employee Engagement?; 2) Does Organizational Culture affect Employee Engagement?; 3) Does Career Path affect Employee Engagement?; 4) Does Key Performance Indicators affect Employee Engagement?; 5) Does Work Life Balance affect Productivity?; 6) Does Organizational Culture affect Productivity?; 7) Does Career Path affect

Productivity?; 8) Does Key Performance Indicators affect Productivity?; and 9) Does Employee Engagement affect Productivity.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the phenomenon of employee engagement and productivity. Descriptive qualitative data collection and analysis allows researchers to customize their approach to the needs of the research and the characteristics of the subject under study (Susanto, Yuntina, et al., 2024).

The data used in this study comes from previous research on the topic of employee engagement and employee turnover. Researchers will conduct an analysis of existing literature to identify patterns and trends related to work-life balance, organizational culture, career paths and key performance indicators. By using previous research, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence employee engagement in improving productivity, (Susanto, Arini, et al., 2024).

Data was collected through a literature review. The literature review is an important step in this research as it allows the researcher to identify and analyze various sources relevant to the topic at hand. The researcher will collect data from journal articles, books, and other relevant documents to gain insights on work-life balance, organizational culture, career path, key performance indicators, employee engagement and productivity. The literature review also informs the researcher about recent developments in the field and identifies research gaps that need to be filled.

This research utilized data from a variety of leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of work-life balance, organizational culture, career paths, key performance indicators, employee engagement and productivity from multiple perspectives.

Work life balance, organizational culture, career path, key performance indicators will be examined as independent variables in this study. Meanwhile, employee engagement and productivity are the dependent variables. By analyzing the relationship between these variables, researchers hope to identify key factors that influence employee engagement and productivity. This research is expected to provide practical recommendations for companies towards improving employee engagement and its impact on productivity.

RESULTS AND DISCUSSION

Results

The following are the research findings by considering the context and problem formulation:

Productivity

Productivity can be defined as a measure of the efficiency with which resources are used to produce a desired output. In a business context, productivity is often measured by comparing the amount of goods or services produced with the amount of resources used, such as labour, capital and time. Improving productivity is a key objective for many organisations as it can contribute to economic growth and business competitiveness. For example, companies that are able to increase their productivity may be able to offer products at more competitive prices or increase profit margins. In addition, high productivity is associated with employee satisfaction, as employees feel more engaged and make a significant contribution to the organisation's goals. It is therefore important for management to create a working environment that supports and

facilitates increased productivity, including by implementing strategies that influence employee engagement (R. Saputra et al., 2023).

The dimensions or indicators covering the Productivity variable include: 1) Output per hour worked: This refers to the amount of goods or services produced in an hour of work; 2) Product or service quality: Quality refers not only to quantity but also to the value of the product or service produced; 3) Project Completion Rate: This indicator measures how many projects can be completed within the specified time; and 4) Resource utilisation: This covers how efficiently an organisation uses resources such as labour, raw materials and capital (Gultom et al., 2022).

The Productivity variable is relevant to previous research that has been researched by: (Silitonga & Widodo, 2019), (Sembiring et al., 2019), (Widodo, 2021), (Hutahuruk et al., 2022), (Sari, 2023), (Susanto, Sawitri, et al., 2024), (Susanto, Supardi, et al., 2024).

Employee Engagement

Employee engagement refers to the level of commitment and involvement an employee has with the organisation and their work. Engaged employees tend to have a strong sense of belonging to the organisation, actively participate in organisational activities and are motivated to achieve common goals. Engagement can be influenced by a number of factors, including the organisation's culture, relationships with colleagues and opportunities for career development. Employees who feel engaged tend to perform better, be more productive and have less absenteeism. In a broader context, employee engagement also contributes to a positive work environment, which in turn can improve employee retention and reduce costs associated with employee turnover. Therefore, companies need to develop effective strategies to increase employee engagement, such as providing rewards, professional development and creating an inclusive work culture (Susanto & Rony, 2023).

The dimensions or indicators that cover the Employee Engagement variable include: 1) Commitment to the organisation: This reflects how committed employees are to the organisation's vision, mission and values; 2) Job Satisfaction: Employees who are satisfied with their jobs tend to be more engaged and productive; 3) Opportunities for growth: Employees who feel they have opportunities to grow and learn within the organisation tend to be more engaged; and 4) Relationships with co-workers: Employee engagement is also influenced by interpersonal relationships at work (Widodo, 2023b).

The Employee Attachment variable is relevant to previous research that has been researched by: (Susanto, Simarmata, et al., 2024), (Susanto, Syailendra, & Suryawan, 2023), (Marsono et al., 2018), (Susanto, Kamsariaty, et al., 2024).

Work Life Balance

Work-life balance is a concept that describes a state in which individuals can effectively manage their time and energy between work and personal life. This balance is important for employees' mental and physical health, as well as for maintaining productivity in the workplace. When employees feel they have a good work-life balance, they tend to be more satisfied with their work, more motivated and have lower stress levels. Conversely, an imbalance can lead to burnout, reduced productivity and even serious health problems. This is why companies need to implement policies that support work-life balance, such as flexible working hours, adequate leave and social programmes. By creating an environment that supports this balance, companies can not only improve employee well-being, but also increase overall productivity (Yunita et al., 2023).

Dimensions or indicators that include Work Life Balance variables include: 1) Flexible working hours: A flexible working time policy allows employees to tailor their working time to their personal needs; 2) Support from management: Management support for work-life balance is crucial; 3) Availability of leave: Employees who have access to adequate leave tend to have a better work-life balance; and 4) Employee wellness programmes: Programmes that support

employees' physical and mental health, such as fitness programmes or counselling, can improve work-life balance (Widodo et al., 2019).

Work Life Balance variables are relevant to previous research that has been researched by: (Suwito et al., 2022), (Dhaniswari & Sudarnice, 2024), (Nurjana et al., 2022), (Bedarkar & Pandita, 2014), (Yunita et al., 2023).

Organizational Culture

Organisational culture is the set of values, norms and practices that an organisation embraces and that shape the way employees interact with each other and with the outside world. This culture covers a wide range of aspects, from the way people communicate and make decisions to the way the organisation responds to change and challenges. A strong culture can be a driver of employee motivation and engagement, as people feel they are part of something bigger. Conversely, a weak culture can lead to confusion, conflict and dissatisfaction among employees. A clear example of the influence of organisational culture can be seen in companies that have successfully created collaborative and innovative working environments, such as Google and Zappos, where employees feel supported to contribute their creative ideas. It is therefore important for organisational leaders to understand and manage the existing culture in order to create a productive working environment and support employee engagement (Putri et al., 2023).

Dimensions or indicators that include Organizational Culture variables include: 1) Core values: An organisation's core values reflect the beliefs and principles held by the organisation; 2) Internal communication: The way communication within the organisation influences culture; 3) Acceptance of change: Organisational cultures that support innovation and change tend to be more adaptable; and 4) Reward and recognition: A culture that values the contributions of employees has an impact on engagement (F. Saputra et al., 2024).

Organizational Culture variables are relevant to previous research that has been researched by: (Widodo, 2023a), (Ali et al., 2022b), (Widodo, 2022), (Susanto, Simarmata, et al., 2024).

Career Path

A career path is the development path that an employee follows within an organisation, which includes a variety of positions and responsibilities that can be taken on as experience, skills and competencies increase. A clear and structured career path can provide additional motivation for employees to develop and contribute more to the organisation. When employees know that there are opportunities for career advancement and development, they tend to be more engaged and committed to their work. For example, companies that offer training and development programmes and transparent career paths often have higher retention rates. In addition, a good career path can help companies identify and develop potential talent that can be relied upon for future leadership positions. Effective career path management is therefore key to creating a productive work environment and supporting employee engagement (Sawitri et al., 2023).

The dimensions or indicators that cover the Career Ladder variable include: 1) Opportunities for advancement: Opportunities for advancement have a strong impact on employee motivation; 2) Career development programmes: Programmes that support the development of employees' skills and knowledge contribute to career advancement; 3) Mentoring: Mentor-mentee relationships can help employees in their career development; and 4) Clear performance evaluation: A transparent performance appraisal system helps employees understand the areas that need improvement in order to move up the career ladder (Lestari & Emi, 2021).

The Career Ladder variable is relevant to previous research that has been researched by: (Suaprdi, 2023), (Susanto, Sawitri, & Suroso, 2023), (Arif, 2019), (Nouri & Parker, 2013).

Key Performance Indicators

Key Performance Indicators (KPIs) are measurement tools used to assess an organisation's success in achieving its strategic goals. KPIs provide a clear picture of an organisation's performance and support data-driven decision making. In a management context, KPIs can be used to measure various aspects such as productivity, operational efficiency, customer satisfaction and employee engagement. By setting relevant KPIs, organisations can monitor their progress and make the necessary adjustments to achieve their goals. For example, an organisation can use KPIs to track employee engagement through satisfaction surveys, which can then be analysed to identify areas for improvement. In this way, KPIs serve as an important performance management tool that not only helps organisations achieve their goals, but also increases transparency and accountability within the organisation (Eprianto et al., 2021).

The dimensions or indicators that cover the Key Performance Indicator variables include: 1) Task completion rate: Measures how many tasks are completed within the specified time; 2) Customer Satisfaction: Measures how satisfied customers are with the product or service; 3) Operating Costs: Measures the cost efficiency of the organisation's operations; and 4) Employee Retention Rate: Measures the organisation's ability to retain employees (Malarvizhi & Raji, 2024).

The Key Performance Indicator variable is relevant to previous research that has been researched by: (Akshatha et al., 2024), (Abdelhadi et al., 2022), (Gupta et al., 2024), (Pajić et al., 2021)

Previous Research

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

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Larasati et al., 2019)	-The Work Life Balance variable affects Work Engagement in the Millennial Generation at PT Senwell Indonesia Banjarmasin	-This article has in common that it examines the Work Life Balance variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	-The difference with previous research is that there is an object of research, which was conducted at PT Senwell Indonesia Banjarmasin with the analysis of Millennial generation employees.
2	(Alim & Rahmawati, 2023)	-Organizational Culture variables affect Employee Engagement in Generation Y (Millennial) at PT PLN Jakarta Head Office	-This article has in common that it examines the Organizational Culture variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	-The difference with previous research is that there is an object of research, which was conducted at the Head Office of PT PLN Jakarta with the analysis of millennial generation (Y) employees.
3	(Tentama & Ermawati, 2021)	-Compensation variables affect the Work Engagement of Millennial Generation in Jakarta	-This article has in common that it examines the Compensation variable in the independent variable, and examines the	-The difference with previous research is that there is an object of research, which was conducted on the Millennial Generation in Jakarta.

			Work Engagement variable in the dependent variable.	
4	(Idrus, 2024)	-The Work Life Balance variable has an effect on Employee Wellbeing and Productivity	-This article has in common that it examines the Work Life Balance variable in the independent variable, and examines the Productivity variable in the dependent variable.	-Differences with previous research, namely in the variable Employee Welfare on other dependent variables

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Work Life Balance on Employee Engagement

Work-life balance (WLB) plays an important role in increasing employee engagement in an organisation. Flexible working hours allow employees to organise their working time according to their personal needs, which in turn can increase job satisfaction. Employees with flexible working hours are more likely to feel valued and have control over their lives, which increases their commitment to the organisation. Management support is also a key factor in creating a healthy WLB. When management provides support, such as adequate leave policies and wellness programmes, employees feel more valued and motivated to contribute their best.

The availability of adequate leave allows employees to rest and recharge their batteries, which has a positive impact on productivity. Employees who feel stressed due to a lack of time to rest tend to experience lower productivity and engagement. Employee wellness programmes, such as gyms or counselling, also have a positive impact. Employees who are physically and mentally healthy are better able to meet the challenges of work and are more committed to the organisation's goals.

High levels of employee engagement are reflected in high levels of organisational commitment, where employees feel responsible for the success of the organisation. It also increases job satisfaction, which in turn creates a positive working environment. In addition, opportunities for growth and good relationships with colleagues are more likely to materialise in a working atmosphere that supports work-life balance. This creates a mutually beneficial synergy between the employee and the organisation.

Overall, a good work-life balance not only increases employee engagement, but also contributes to organisational productivity. When employees feel a balance between their work and personal lives, they are more likely to invest in their careers and contribute to the achievement of organisational goals. It is therefore important for companies to continually implement and evaluate their existing WLB policies in order to create a positive and productive work culture.

2. The Effect of Organizational Culture on Employee Engagement

A strong and positive organisational culture has a significant impact on employee engagement. The core values of the organisation guide the way employees behave and interact in the workplace. When employees feel that these values are aligned with their personal values, they tend to be more committed to the organisation. Effective internal communication is also an important element of organisational culture. Employees who feel involved in two-way communication will feel more valued and have a sense of ownership of the decisions made by the organisation.

Acceptance of change in the organisation also creates an environment that supports retention. Employees who feel that change is part of the organisation's development process will

be more willing to adapt and contribute. Rewarding and recognising employees' achievements is another important aspect. If employees feel recognised for their contributions, whether through formal or informal rewards, they will be more motivated to work hard and remain committed to the organisation.

Employee engagement resulting from a positive organisational culture has a direct impact on organisational commitment. Employees who feel engaged tend to have higher levels of job satisfaction and are more willing to participate in self-development. Good relationships with colleagues are also built in a culture that encourages collaboration and open communication. People feel more comfortable sharing ideas and working together to achieve common goals.

In this way, a strong organisational culture not only increases employee engagement, but also creates a productive working atmosphere. Employees who feel connected to the organisation's values and have good relationships with their colleagues tend to be more productive and committed to the organisation's success. It is therefore important for management to continually strengthen the organisational culture through policies and practices that support employee engagement.

3. The Effect of Career Path on Employee Engagement

A clear and structured career path has a significant impact on employee engagement. Opportunities for career progression are one of the most important factors in motivating employees to remain committed to the organisation. When employees see a clear path for their career development, they are more likely to invest time and effort in their work. A well-designed career development programme, including training and development, helps employees improve their skills and knowledge relevant to their roles.

Mentoring also plays an important role in career development. Employees who receive guidance from experienced mentors feel more confident and have a clearer sense of direction in their careers. A strong mentor-mentee relationship can increase job satisfaction and commitment to the organisation. Clear and constructive performance reviews provide employees with the feedback they need for self-improvement and development. Employees who feel that their performance is noticed and valued tend to be more committed to the organisation.

High employee engagement through a good career path also influences opportunities for growth in the organisation. Employees who have the opportunity to learn and develop are more satisfied and committed. The relationships built during the career development process also strengthen the social bonds between employees, creating a positive and collaborative working atmosphere. Employees who feel connected to their colleagues and managers tend to be more passionate about their work.

Overall, a good career path not only increases employee engagement, but also contributes to organisational productivity. Employees who feel they have opportunities for advancement and development will be more committed to achieving organisational goals. It is therefore important that companies continue to develop effective career development programmes to create a work environment that supports engagement and productivity.

4. Effect of Key Performance Indicators on Employee Engagement

Key Performance Indicators (KPIs) are important measurement tools for assessing individual and organisational performance. A high level of task completion indicates that employees are able to meet set expectations and goals. When employees feel they can achieve the set KPIs, they tend to be more satisfied with their jobs and more committed to the organisation. Customer satisfaction is also an important indicator that reflects the overall performance of the organisation. Employees who contribute to providing good service to customers feel proud and more committed to their work.

Efficient operating costs are also an important indicator of organisational performance. Employees who are involved in the cost reduction process tend to feel that they are making a significant contribution to the success of the organisation. A high employee retention rate

indicates that the organisation is able to retain qualified employees. Employees who feel valued and have opportunities to grow within the organisation tend to be more engaged and less likely to change jobs.

Employee engagement, which is influenced by KPIs, also has an impact on organisational commitment. Employees who see their performance measured and rewarded through KPIs tend to feel more valued and motivated to contribute more. Job satisfaction increases when employees feel they have a clear role in achieving the organisation's goals. Good relationships with colleagues are also built when everyone is focused on achieving the same KPIs, creating a collaborative working atmosphere.

Overall, clear and measurable KPIs not only increase employee engagement, but also contribute to organisational productivity. Employees who feel involved in achieving the organisation's goals will be more committed to doing their best at work. It is therefore important for organisations to continually evaluate and optimise the use of KPIs to create a working environment that supports engagement and productivity.

5. Effect of Work Life Balance on Productivity

Work-life balance (WLB) is one of the most important issues affecting employees' productivity at work. Flexible working hours, as an element of WLB, gives employees the freedom to organise their working time according to their personal and professional needs. This contributes to increased output per hour worked, as employees feel more motivated and less burdened by strict time constraints. Research has shown that companies that implement flexible working can see an increase in productivity of up to 25%, as employees are able to work at times when they feel most productive.

Management support also plays a vital role in creating a healthy work-life balance. When management provides adequate support, such as training and resources, employees feel valued and motivated to do their best. The availability of adequate leave, both annual and sick, allows employees to rest and avoid burnout, which in turn improves the quality of the products or services produced. Employees who feel supported by management tend to be more loyal and committed to the company.

Employee wellness programmes are also an important factor in WLB. Companies that offer wellness programmes, such as exercise, psychological counselling and regular medical check-ups, show that they care about the well-being of their employees. This not only improves employees' physical and mental health, but also contributes to higher project completion rates. Healthy and happy employees tend to work more efficiently and make better use of resources.

Overall, effective implementation of WLB strategies can significantly increase employee productivity. By creating a work environment that supports work-life balance, companies can increase not only the output per hour worked, but also the quality of the products or services produced. This becomes a valuable investment for the company in the long run, as high productivity is directly proportional to profitability.

6. Effect of Organizational Culture on Productivity

A strong and positive organisational culture has a significant impact on employee productivity. The core values of the organisation form the basis of employee behaviour and attitudes. When employees feel connected to these values, they are more likely to contribute their best to their work. Effective internal communication is also an integral part of an organisation's culture. With open channels of communication, employees can share ideas, give feedback and collaborate better, ultimately increasing output per hour worked.

Acceptance of change in organisational culture also plays an important role in improving productivity. Organisations that are able to adapt to market and technological changes demonstrate the flexibility needed to remain competitive. Employees who feel that their organisation is willing to innovate and adapt are more likely to be motivated to perform at their best. Rewarding and recognising employees' achievements also boosts morale. When employees

feel valued, they are more committed to achieving the organisation's goals, which contributes to the quality of the product or service.

A positive organisational culture also creates a working environment that encourages collaboration and innovation. Employees who feel comfortable sharing ideas and working with their colleagues tend to be more productive. Project completion rates increase when employees work in a solid and supportive team. In addition, resources are used more efficiently when the organisational culture encourages people to work together and share knowledge.

A strong organisational culture can therefore be a key driver of employee productivity. Through clear core values, effective communication and rewards for performance, organisations can create a working environment that supports productivity and innovation. This benefits not only employees, but also the organisation as a whole in achieving its business goals.

7. Effect of Career Path on Productivity

A clear and structured career path is one of the factors that can increase employee productivity. Career advancement opportunities provide additional motivation for employees to work harder and achieve higher goals. When employees see the potential for growth within the organisation, they tend to be more engaged and focused on achieving better output per hour worked. Career development programmes offered by the company, such as training and development, also help to improve employees' skills and knowledge.

Another important aspect of career development is mentoring. When employees are guided by an experienced mentor, they can learn from the mentor's experience and insight. This not only improves the quality of the products or services produced, but also helps employees overcome challenges they may face in the workplace. Clear performance reviews are also important to provide constructive feedback to employees so that they can continue to improve and achieve better results.

The importance of a clear career path is not just for the individual, but for the whole team and organisation. Employees who feel a sense of direction and purpose in their careers are more likely to work together to complete projects and achieve organisational goals. Project completion rates also increase when people feel motivated to do their best in every task they are given.

The impact of career paths on employee productivity is therefore significant. Through promotion opportunities, development programmes, mentoring and clear performance reviews, companies can create an environment that supports employee growth and productivity. This becomes a profitable investment for the organisation in the long run, as employees who are satisfied with their careers tend to be more loyal and productive.

8. Effect of Key Performance Indicators on Productivity

Key Performance Indicators (KPIs) are an important tool for measuring and evaluating organisational and employee performance. Task completion rate is one of the KPIs that can provide an overview of employee productivity. When employees have clear and measurable goals, they are more likely to focus on achieving the desired results. Clear KPIs also help management identify areas for improvement and provide constructive feedback to employees.

Customer satisfaction is another KPI that is no less important. Employees who realise that their performance has a direct impact on customer satisfaction tend to be more motivated to provide excellent service. By improving customer satisfaction, organisations can not only enhance their reputation and customer loyalty, but also contribute to increased employee productivity. Employees who take pride in the products or services they provide tend to be more productive and committed to their work.

Operating costs are also an important KPI for measuring organisational efficiency. If employees strive to reduce costs and make better use of resources, their productivity will increase. Organisations that are able to manage operating costs well can increase profitability and create a better working environment for employees. In addition, employee retention is an important indicator of how well an organisation is able to retain qualified employees. A high retention rate

usually reflects a positive and supportive working environment, which in turn increases productivity.

Overall, the impact of KPIs on employee productivity is significant. By setting clear and measurable KPIs, organisations can improve employee focus, motivation and efficiency. This not only benefits the individual employee, but also helps the organisation achieve its business goals.

9. Effect of Employee Engagement on Productivity

Employee engagement is a key factor in workplace productivity. Commitment to the organisation is one of the most important aspects of engagement. When employees feel connected to the values and goals of the organisation, they tend to be more motivated to do their best at work. Highly engaged employees tend to be more productive because they feel that the success of the organisation is part of their personal success.

Job satisfaction also contributes to employee engagement. Employees who are satisfied with their jobs, both in terms of the tasks assigned and the working environment, tend to be more productive. They are more likely to invest time and effort in their work, which has a positive impact on output per hour worked. Career opportunities also play an important role in increasing engagement. Employees who see opportunities to learn and grow within the organisation tend to be more loyal and committed.

Good relationships with colleagues are also an important element of employee engagement. When employees feel they have positive and supportive relationships with their colleagues, they tend to be more productive at work. A collaborative and harmonious working environment allows employees to share ideas and work together to complete projects, which in turn improves the quality of the products or services produced.

The impact of employee engagement on productivity is therefore significant. Through commitment to the organisation, job satisfaction, opportunities for growth and good relationships with colleagues, companies can create an environment that supports productivity. This is not only beneficial for employees, but also for the organisation in achieving long-term goals and success.

Conceptual Framework

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

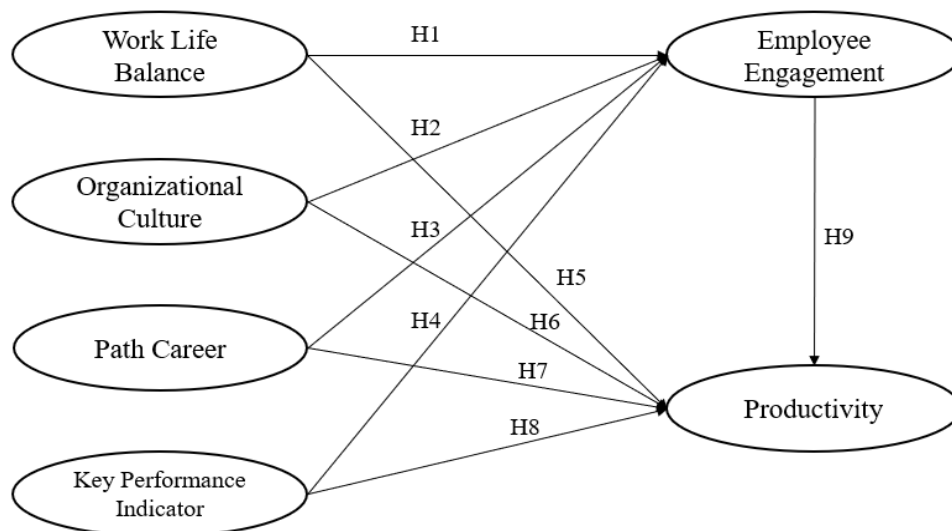


Figure 2. Conceptual Framework

Based on Figure 2 above, work life balance, organizational culture, career path and key performance indicators affect employee engagement and productivity. However, in addition to the variables of work life balance, organizational culture, career path and key performance

indicators that affect employee engagement and productivity, there are other variables that influence, including:

- 1) Workload: (Ali et al., 2022a), (Mahaputra & Saputra, 2021), (Soesanto et al., 2023), (Putri et al., 2023), (F. Saputra et al., 2023), (Susanto et al., 2021).
- 2) Salary: (Rizki, 2023), (Shyreen A et al., 2022), (Lesmana et al., 2020), (Mahaputra & Saputra, 2021).
- 3) Work Motivation: (Siagian et al., 2023), (Maharani & Saputra, 2021), (Susanto, Soehaditama, & Benned, 2023).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are as follows:

1. Work Life Balance affects Employee Engagement;
2. Organizational Culture affects Employee Engagement;
3. Career Path has an effect on Employee Engagement;
4. Key Performance Indicators have an effect on Employee Engagement;
5. Work Life Balance has an effect on Productivity;
6. Organizational Culture has an effect on Productivity;
7. Career Path has an effect on Productivity;
8. Key Performance Indicators have an effect on Productivity; and
9. Employee Engagement affects Productivity.

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