

## The Influence of Motivation, Capability, and Knowledge Management on Productivity : A Systematic Literature Review

*(Pengaruh Motivasi, Kapabilitas, dan Manajemen Pengetahuan terhadap Produktivitas : Tinjauan Literatur Sistematis)*

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**Abstract:** Productivity is one of the most important indicators determining organizational success in achieving goals and maintaining competitiveness. Previous studies have demonstrated that motivation, capability, and knowledge management contribute significantly to productivity improvement; however, the findings remain scattered across different contexts and research approaches.

**Objective:** This study aims to analyze and synthesize previous research findings regarding the influence of motivation, capability, and knowledge management on productivity through a Systematic Literature Review (SLR) approach.

**Methodology:** The study followed the PRISMA 2020 guideline, comprising identification, screening, eligibility, and inclusion stages to select relevant academic articles from various scholarly databases. The reviewed articles were published between 2015 and 2025 and met the established inclusion criteria. Data were analyzed using narrative synthesis and thematic analysis to identify patterns of relationships among variables.

**Research Results:** The findings indicate that motivation positively influences productivity by enhancing employee engagement, commitment, and work enthusiasm. Capability contributes to productivity through the development of competencies, skills, and adaptability. Furthermore, knowledge management improves productivity through

effective processes of knowledge creation, storage, sharing, and application within organizations. The study concludes that motivation, capability, and knowledge management are critical factors that positively affect productivity and can serve as a theoretical foundation for developing hypotheses in future empirical research.

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**Keywords:** Motivation, Capability, Knowledge Management, Productivity, Systematic Literature Review.

## 1. Introduction

Productivity is one of the primary indicators determining an organization's success in achieving strategic goals, maintaining competitiveness, and creating sustainable value. In the era of the knowledge-based economy, productivity is no longer influenced solely by physical factors such as capital and technology but also by human factors, including motivation, capability, and knowledge management. Modern organizations face increasingly complex challenges due to the development of digital technology, market globalization, and changing work patterns that demand human resources possess a high level of adaptability. In this context, motivation is a critical factor driving individuals to work optimally and achieve established performance targets. On the other hand, individual capabilities reflecting a combination of knowledge, skills, and competencies serve as the primary capital for generating effective performance. Additionally, knowledge management acts as a mechanism enabling organizations to create, store, share, and utilize knowledge to support more efficient and innovative work processes. Various studies indicate that organizations capable of managing these three aspects in an integrated manner tend to have higher productivity levels compared to those that focus solely on technical or financial aspects (Susanto et al. 2024).

Motivation has long been a primary focus in organizational behavior studies because it is directly linked to individuals' drive to work and achieve organizational goals. Employees with high motivation tend to demonstrate greater work engagement,

better job quality, and the ability to maintain productivity under high-pressure situations. Several literature studies have found that motivation positively influences productivity through increased commitment, work discipline, and an individual's willingness to give their best effort in their work. In addition to motivation, capability is also a critical determinant of productivity, as an individual's ability to perform tasks affects the effectiveness and efficiency of work processes. Capabilities encompass not only technical skills but also critical thinking, problem-solving, communication, and the ability to adapt to changes in the work environment. Therefore, organizations that invest in developing human resource capabilities through training and continuous learning tend to reap benefits in the form of increased productivity and overall organizational performance (Robbins and Judge 2019).

In addition to motivation and capability, knowledge management is increasingly recognized as a strategic factor influencing organizational productivity. Knowledge is an intangible asset that can create a competitive advantage when managed effectively. Through knowledge management practices, organizations can reduce knowledge loss due to employee turnover, enhance collaboration among individuals, and accelerate innovation and decision-making processes. A systematic review conducted by Muhammad Ariq Athallah Akbar, Husna Karimah, and Azizah Akbariani Ahmad (2025) indicates that the processes of creating, storing, sharing, and applying knowledge significantly contribute to improved employee performance and productivity. Similar findings were also reported by (Kianto, Pajunen and Hussain 2021), who explained that knowledge management capabilities are closely linked to various organizational outcomes, including operational efficiency, innovation, and competitive advantage. Thus, knowledge management functions not only as a tool for storing information but also as a strategic means to enhance productivity through the systematic and sustainable utilization of knowledge.

Although the relationship between motivation, capabilities, knowledge management, and productivity has been extensively studied, the available research findings remain scattered across various organizational contexts, industrial sectors, and methodological approaches. Some studies focus on the influence of motivation on productivity, while others emphasize the role of competencies or knowledge

management separately. This situation has led to a limited comprehensive understanding of how these three variables interact to influence productivity. Furthermore, the increasingly dynamic business environment demands a more up-to-date synthesis of knowledge to identify relationship patterns, the consistency of findings, and research gaps that require further investigation. Therefore, the Systematic Literature Review (SLR) approach is relevant because it allows researchers to systematically collect, evaluate, and synthesize scientific evidence, thereby yielding a more comprehensive understanding of the phenomenon under study. This approach also helps reduce subjective bias in the literature review process and provides a stronger foundation for future research development.

This research is important because productivity is a key factor determining an organization's sustainability amid global competition. A deep understanding of the factors influencing productivity will help organizations formulate more effective human resource management strategies. In addition to providing practical contributions to organizations, this study also holds academic value as it seeks to integrate various previous research findings on motivation, capabilities, and knowledge management into a comprehensive analytical framework. Through a systematic review, this study is expected to identify the dominant factors influencing productivity, explain the relationships between variables, and identify remaining research gaps. The results of this study can also serve as a foundation for future researchers in developing conceptual models or conducting more in-depth empirical research on human resource productivity. Thus, this study not only contributes to the development of human resource management and knowledge management theories but also provides practical recommendations for organizations to enhance productivity sustainably.

Based on the above, the objective of this study is to analyze and synthesize previous research findings regarding the influence of motivation, capabilities, and knowledge management on productivity through a Systematic Literature Review approach. This study aims to identify patterns of relationships among variables, evaluate the consistency of previous research findings, and identify research opportunities that still need to be explored. Additionally, this study seeks to present a comprehensive

overview of how motivation, capability, and knowledge management contribute to increased productivity across various organizational contexts. By integrating published empirical findings from the scientific literature, this study is expected to strengthen the theoretical foundation regarding productivity and provide direction for future research.

Based on this background, the research questions in this study are:

- 1) How does motivation influence productivity based on previous research findings.
- 2) How does capability influence productivity based on existing literature.
- 3) How does knowledge management influence organizational and individual productivity.

## 2. Research Method

This study employs a Systematic Literature Review (SLR) approach, adhering to the PRISMA 2020 guidelines (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) developed by (Page et al., 2021) to ensure that the processes of identifying, selecting, evaluating, and synthesizing articles are conducted systematically, transparently, and in a manner that can be replicated by other researchers. The research objects are not individuals or organizations directly, but rather scientific articles discussing the relationship between motivation, capability, knowledge management, and productivity. Data sources were obtained from reputable academic databases, namely Google Scholar, Scopus, ScienceDirect, SpringerLink, Emerald Insight, and Taylor & Francis. The search process was conducted using the following keyword combinations: *"motivation AND productivity," "capability AND productivity," "knowledge management AND productivity," "employee productivity,"* and *"organizational productivity."* The search was limited to publications from 2015 to 2025 to obtain relevant and up-to-date findings. Inclusion criteria include: (1) peer-reviewed journal articles or conference proceedings, (2) available in full text, (3) explicitly discussing the relationship between motivation, capability, knowledge management, and productivity, and (4) written in English or Indonesian. Meanwhile, exclusion criteria include duplicate articles, conceptual

articles without empirical data, books, undergraduate theses, master's theses, doctoral dissertations, and publications lacking complete metadata.

The data collection phase was conducted through four main steps: identification, screening, eligibility, and inclusion, following the PRISMA 2020 flowchart. During the identification stage, all articles found in various databases were collected and checked for duplicates. The screening stage involved reading the titles, abstracts, and keywords to assess their relevance to the research objectives. Subsequently, during the eligibility stage, the full text was read to ensure the articles met all inclusion criteria. Articles that passed the selection were then included in the inclusion stage as the final research sample. The research instrument consisted of a data extraction form used to record key information from each article, including author names, year of publication, country of study, research methods, sample size, variables studied, and primary research findings. The collected data were analyzed using thematic analysis and narrative synthesis. The analysis was conducted by grouping findings based on the main themes: the influence of motivation on productivity, the influence of capabilities on productivity, and the influence of knowledge management on productivity. The synthesis results were then compared to identify patterns of relationships, consistency of findings, differences in research results, and research gaps that still require further study, thereby yielding comprehensive conclusions regarding the factors influencing productivity.

### **3. Hasil Penelitian**

#### **3.1 Results**

Based on the background, objectives, and methods, the research results in this article are as follows :

#### **3.2 Productivity**

Productivity is the ability of an individual or organization to generate output effectively and efficiently through the utilization of available resources. Productivity is not only measured based on the quantity of work produced but also considers

quality, timeliness, and the efficiency of resource use. According to ([Singh and Chaudhary 2022](#)), employee productivity is a key indicator reflecting the workforce's contribution to achieving organizational goals. From a modern management perspective, productivity is viewed as the result of the interaction between human factors, technology, work systems, and the organizational environment. Therefore, improving productivity cannot be separated from effective human resource management. Organizations that are able to optimize employee potential tend to have higher productivity levels compared to organizations that neglect human resource development. Productivity is also one of the primary measures of an organization's success in maintaining competitiveness in the era of globalization.

From an organizational behavior perspective, productivity is viewed as the result of an individual's ability to complete work in accordance with the targets set by the organization. Productivity is not only related to the quantity of work output but also encompasses work quality, timeliness, effectiveness, and contribution to organizational goals. ([Susanto et al. 2024](#)) explain that productivity is influenced by various internal and external factors, including competence, motivation, and technological support. Employees with high competence who are supported by a conducive work environment will achieve higher levels of productivity. Conversely, low competence and motivation can reduce work effectiveness and hinder the achievement of organizational goals. Thus, productivity is the end result of various factors that interact within the work environment.

Based on various literature reviews, productivity can be measured through several key indicators, namely work quantity, work quality, work efficiency, timeliness of task completion, effective use of resources, and achievement of organizational targets. These indicators are used to assess the extent to which individuals are able to produce optimal output with the available resources. Productivity can also be seen in employees' ability to maintain consistent performance, reduce work errors, and increase value for the organization. In the context of modern organizations, productivity is not only oriented toward short-term results but also toward the sustainability of performance in the long term. Therefore, productivity measurement must consider both quantitative and qualitative aspects simultaneously.



Productivity has become a widely researched topic in the fields of human resource management and organizational behavior. Various studies indicate that productivity is influenced by factors such as motivation, competence, training, work environment, leadership, and knowledge management. (Singh and Chaudhary 2022) found that motivation and competence are key determinants of employee productivity. Research by (Susanto et al. 2024) also indicates that competence and motivation have a positive influence on work productivity. Furthermore, various literature reviews conclude that organizations capable of developing human resource capabilities and managing knowledge effectively will achieve higher productivity levels compared to other organizations.

### 3.3 Motivation

Motivation is an internal or external drive that prompts an individual to take specific actions to achieve desired goals. In Self-Determination Theory (SDT), motivation is viewed as a psychological process that arises when an individual's basic needs namely autonomy, competence, and social relatedness are met. Individuals with intrinsic motivation tend to work with greater enthusiasm and demonstrate better performance compared to those driven solely by external factors. High motivation enhances work commitment, engagement, and an individual's willingness to contribute their best to the organization. Therefore, motivation is one of the primary factors influencing work productivity.

From an organizational behavior perspective, motivation is the process that determines the intensity, direction, and persistence of an individual in achieving goals. Work motivation drives individuals to utilize their abilities and available resources optimally. Motivated individuals will have high work enthusiasm, take greater responsibility for their tasks, and be able to effectively handle work challenges. Motivation also plays a role in enhancing job satisfaction and employee loyalty toward the organization. Thus, motivation not only influences work behavior but also directly impacts organizational productivity and performance.



Motivational indicators include intrinsic motivation, extrinsic motivation, the need for achievement, the need for affiliation, the need for power, commitment to work, work enthusiasm, and the desire to achieve organizational goals. In Self-Determination Theory, the primary indicators of motivation consist of autonomy, competence, and relatedness, which are fundamental psychological needs of the individual. When these indicators are met, individuals tend to exhibit more productive work behavior and a goal-oriented mindset. Motivation can also be measured through levels of work engagement, initiative, and willingness to contribute more to the organization.

Various studies have demonstrated that motivation has a positive influence on employee productivity and performance. (Van den Broeck et al., 2021) found that intrinsic motivation significantly contributes to positive work behavior and improved performance. (Ryan and Deci 2020) showed that job designs capable of enhancing motivation lead to increased work effectiveness. Furthermore, (Susanto et al. 2024) concluded that motivation is one of the primary determinants of employee productivity across various organizational sectors.

### 3.4 Capabilities

Capability refers to the ability of an individual or organization to utilize resources, knowledge, and skills to achieve specific goals. Capability reflects a combination of technical competencies, analytical skills, experience, and the ability to adapt to environmental changes. Individuals with high capability tend to be able to complete tasks more effectively and efficiently. In an organizational context, capabilities serve as strategic assets capable of creating sustainable competitive advantages. Therefore, the development of human resource capabilities has become a top priority in modern management.

From the Resource-Based View (RBV) perspective, capabilities are an organization's ability to integrate, build, and reconfigure internal competencies to respond to changes in the business environment. Capabilities are not only related to individual skills but also to an organization's ability to optimally utilize its available resources.

Organizations with superior capabilities will find it easier to improve efficiency, innovation, and productivity. Therefore, capabilities are a critical factor in achieving sustainable organizational performance.

Capabilities can be measured through technical competencies, work skills, experience, problem-solving ability, adaptability, learning ability, creativity, and decision-making ability. These dimensions illustrate the extent to which individuals or organizations can perform tasks and address challenges arising in the workplace. The higher the level of capability, the greater the opportunity to achieve optimal productivity. Capabilities also serve as the foundation for innovation and improving work quality.

Capabilities have been extensively studied as a factor influencing organizational productivity and performance. (Armstrong and Taylor 2023) found that employee competencies or capabilities have a significant impact on work productivity. Research by (Susanto et al. 2024) also indicates that competence is a primary determinant of productivity across various organizational contexts. These findings reinforce the argument that enhancing human resource capabilities is an effective strategy for boosting organizational productivity.

### 3.5 Knowledge Management

Knowledge management is a systematic process used by organizations to create, acquire, store, share, and utilize knowledge to improve organizational performance. Knowledge is viewed as a strategic asset capable of creating a competitive advantage and enhancing organizational effectiveness. Through sound knowledge management practices, organizations can reduce knowledge loss, accelerate the learning process, and foster innovation. Therefore, knowledge management is one of the key factors influencing organizational productivity.

Knowledge management is also viewed as an organization's ability to manage explicit and tacit knowledge to support decision-making and the creation of added value. Well-documented knowledge enables organizations to improve operational efficiency and accelerate problem-solving. Additionally, the process of sharing knowledge

among organizational members can enhance collaboration and work effectiveness. Thus, knowledge management functions not only as an information system but also as a strategy for enhancing organizational productivity and innovation.

The dimensions of knowledge management include *knowledge creation, knowledge storage, knowledge sharing, knowledge transfer, and knowledge application*. These five dimensions form an interconnected cycle in creating added value for the organization. Organizations capable of effectively executing all these processes will have a greater ability to enhance productivity and innovation. Therefore, the success of knowledge management implementation is highly dependent on organizational culture and information technology support.

Various studies indicate that knowledge management has a positive relationship with organizational productivity. Previous studies have found that practices such as knowledge sharing and the utilization of organizational knowledge can improve work efficiency, decision quality, and innovation. Systematic research on knowledge management also indicates that organizations that successfully manage knowledge effectively have higher productivity compared to those that do not implement a structured knowledge management system. These findings underscore the importance of knowledge management as a strategic factor in enhancing organizational productivity.

### 3.6 Review of Relevant Articles

Reviewing relevant articles serves as the basis for formulating research hypotheses by explaining the results of previous studies, highlighting similarities and differences with the research plan, as illustrated in Table 1 below.

**Table 1: Results of Relevant Research**

| No | Author (Year)         | Previous Research Findings                                                 | Similarities with This Article                        | Differences from This Article                                                           | H  |
|----|-----------------------|----------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------|----|
| 1  | (Susanto et al. 2024) | Motivation and competence have a positive effect on employee productivity, | Both studies examined the influence of motivation and | Previous studies did not include the knowledge management variable as a primary factor. | H1 |

|   |                                    |                                                                                                        |                                                                                               |                                                                                                                                                                 |    |  |
|---|------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--|
|   |                                    | according to the results of a systematic literature review.                                            | capability on productivity.                                                                   |                                                                                                                                                                 |    |  |
| 2 | (Robbins and Judge 2019)           | Motivation, skills, and work environment influence work productivity.                                  | Both studies examined productivity as the dependent variable.                                 | Previous studies used skills and work environment as variables, whereas this study uses capabilities and knowledge management.                                  | H1 |  |
| 3 | (Asif et al., 2022)                | Knowledge management capabilities influence organizational performance and effectiveness.              | Both studies examine knowledge management as a factor influencing organizational performance. | Previous research focused on organizational performance in general, whereas this study focuses on productivity.                                                 | H3 |  |
| 4 | (Kianto, Sáenz and Aramburu 2017)  | Knowledge management practices have a positive effect on organizational productivity and innovation.   | Both examine the relationship between knowledge management and productivity.                  | Previous research used an empirical approach, whereas this article employs a Systematic Literature Review.                                                      | H3 |  |
| 5 | (Van den Broeck et al., 2016)      | Intrinsic motivation enhances work engagement and individual performance.                              | Both identify motivation as the primary factor influencing work outcomes.                     | Previous research focused on work engagement and performance, not productivity specifically.                                                                    | H1 |  |
| 6 | (Armstrong and Taylor 2023)        | Human resource competencies and capabilities have a significant impact on organizational productivity. | Both studies examine capabilities as determinants of productivity.                            | Previous studies did not integrate knowledge management and motivation into a single research model.                                                            | H2 |  |
| 7 | (Ferreira, Mueller, and Papa 2020) | Success factors of knowledge management systems improve organizational performance and productivity.   | Both studies examine the influence of knowledge management on productivity.                   | Previous research has placed greater emphasis on knowledge management systems, whereas this study examines their relationship with motivation and capabilities. | H3 |  |

|    |                                         |                                                                                                                                 |                                                                              |                                                                                                                                                                                          |    |
|----|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 8  | (Al Kurdi, El-Haddadeh and Eldabi 2020) | Knowledge sharing and knowledge application contribute to improved organizational performance.                                  | Both use the concept of knowledge management as the main variable.           | Previous research focused on knowledge sharing, whereas this study addresses knowledge management comprehensively.                                                                       | H3 |
| 9  | (Ryan and Deci 2020)                    | Work motivation has a positive effect on employee effectiveness and productivity across various industrial sectors.             | Both examine the relationship between motivation and productivity.           | Previous research used a quantitative approach in a specific sector, whereas this article conducts a cross-sectoral synthesis via a systematic literature review (SLR).                  | H1 |
| 10 | (Teece 2018)                            | Dynamic capabilities enable organizations to improve performance by adapting resources and responding to environmental changes. | Both studies examine organizational capabilities as drivers of productivity. | Previous studies emphasized dynamic capabilities and organizational performance, whereas this study integrates capability, motivation, and knowledge management into a single framework. | H2 |

### 3.7 Discussion

Based on the results of a theoretical review and a systematic review of various relevant scientific articles, the discussion in this study focuses on analyzing the influence of motivation, capabilities, and knowledge management on productivity. The discussion is conducted by integrating established theories, the results of previous research, and a synthesis of findings from various articles that serve as the sources for this study.

#### 3.7.1 The Influence of Motivation on Productivity

Motivation plays a crucial role in enhancing both individual and organizational productivity. Conceptually, motivation is the driving force that prompts an individual to act, work, and strive to achieve specific goals. From a human resource management perspective, motivation serves as the primary driver of work behavior, determining the level of effort, direction of actions, and persistence in

completing tasks. When individuals possess high motivation, they tend to demonstrate greater commitment to their work, exhibit high work enthusiasm, and strive to deliver their best performance. Conversely, low motivation can lead to a decline in work quality, reduced employee engagement, and a decrease in overall organizational productivity. Therefore, motivation is one of the fundamental factors influencing an organization's success in achieving optimal performance and productivity targets.

Literature reviews indicate that motivation has a positive impact on productivity. High motivation encourages individuals to maximize their abilities and available resources, thereby producing better outcomes. If motivation is perceived positively by employees, productivity will also increase because individuals feel driven to work more effectively and efficiently. Conversely, if motivation is low, the tendency to work optimally will also decrease. According to Self-Determination Theory, developed by Richard M. Ryan and Edward L. Deci, individuals whose basic psychological needs are met will exhibit higher intrinsic motivation, which leads to improved work performance. Thus, motivation not only influences work behavior but also directly contributes to the productivity generated by both individuals and the organization.

To boost productivity through motivation, management must create a work environment capable of meeting employees' psychological and professional needs. Organizations can implement fair reward systems, provide career development opportunities, recognize work achievements, and foster effective communication between leadership and employees. Additionally, giving employees the opportunity to participate in decision-making can foster a sense of ownership toward the organization, thereby boosting work motivation. Management must also ensure that organizational goals are clearly understood by all employees so they have a clear direction in their work. Through these strategies, organizations can sustainably improve work engagement, job satisfaction, and productivity.

These findings are consistent with research conducted by [\(Van den Broeck et al. 2016\)](#), [\(Robbins and Judge 2019\)](#), and [\(Susanto et al. 2024\)](#), which concluded that

motivation has a positive and significant effect on both employee productivity and performance. The results of these studies indicate that individuals with high motivation tend to be more productive than those with low motivation. Various studies also suggest that motivation is one of the primary determinants of productivity across various organizational sectors. Therefore, the results of the literature synthesis in this study support the hypothesis that motivation has a positive effect on productivity.

### 3.7.2 The Influence of Capability on Productivity

Capability refers to the ability of an individual or organization to utilize resources, knowledge, skills, and experience to achieve predetermined goals. In the context of human resources, capability reflects an individual's level of competence in performing their job tasks and responsibilities. High capability enables individuals to work more effectively, complete tasks with higher quality, and adapt to changes in the work environment. Therefore, capabilities play a strategic role in enhancing productivity, as competent individuals tend to produce greater output with lower error rates. From the Resource-Based View (RBV) perspective, capabilities are even regarded as a source of competitive advantage that can sustainably improve organizational performance.

Literature reviews indicate that capabilities have a positive influence on productivity. Individuals with adequate knowledge, skills, and experience can more easily complete tasks effectively and efficiently. If capabilities are perceived as high, productivity will also increase because individuals can perform tasks in accordance with the standards set by the organization. Conversely, limited capabilities can lead to poor work quality, increased operational errors, and decreased productivity. Various studies show that competency development through education, training, and work experience contributes to increased individual and organizational productivity. Thus, capabilities are a key factor determining an organization's success in achieving its strategic goals.



To enhance productivity through capabilities, management must make sustained investments in human resource development. Training programs, continuing education, coaching, mentoring, and competency development based on organizational needs must be implemented in a structured manner. Additionally, organizations need to foster a learning culture that encourages employees to continuously enhance their knowledge and skills. Regular competency evaluations are also essential to identify skill gaps that require improvement. With effective capability management, organizations can significantly enhance work effectiveness and productivity.

These findings align with research conducted by [\(Susanto et al. 2024\)](#), [\(Armstrong and Taylor 2023\)](#), as well as [\(Rachman and Rony 2025\)](#), who found that competencies or capabilities have a positive influence on work productivity. The results of these studies indicate that improvements in individual capabilities contribute to enhanced quality and quantity of work output. Therefore, the literature synthesis in this study reinforces the hypothesis that capabilities have a positive effect on productivity.

### 3.7.3 The Effect of Knowledge Management on Productivity

Knowledge management is a systematic process used by organizations to create, store, share, and utilize knowledge to improve organizational performance. In the era of a knowledge-based economy, an organization's ability to manage knowledge is a critical factor in its success in creating added value and maintaining a competitive advantage. Well-managed knowledge enables organizations to reduce work duplication, accelerate decision-making processes, foster innovation, and improve operational effectiveness. Therefore, knowledge management plays a vital role in enhancing productivity by allowing individuals and organizations to leverage available experience and information more effectively.

Literature review findings indicate that knowledge management has a positive impact on productivity. Organizations that effectively implement knowledge management practices tend to have higher productivity compared to those that do

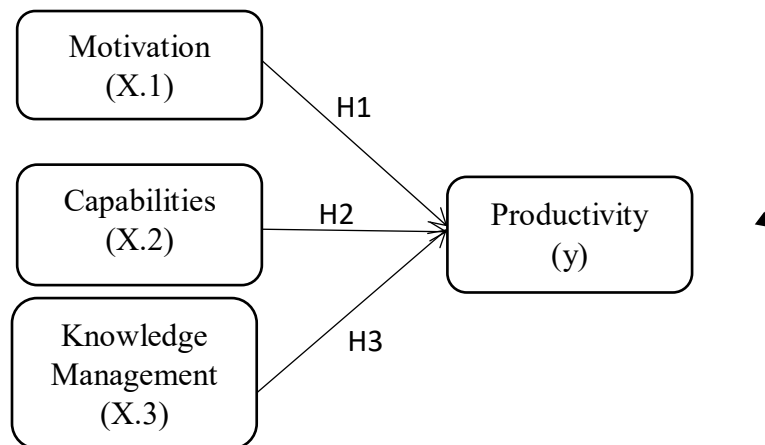
not systematically manage knowledge. If knowledge management is perceived positively, productivity will also increase because employees have access to the information needed to complete tasks effectively. Conversely, the absence of a knowledge management system can lead to the loss of critical information, low levels of collaboration, and reduced work efficiency. Thus, the successful implementation of knowledge management is a key factor in supporting organizational productivity growth.

To boost productivity through knowledge management, management must establish a system that supports the processes of creating, storing, sharing, and utilizing knowledge. Organizations can leverage information technology as a tool for documenting and distributing knowledge, while simultaneously fostering an organizational culture that encourages collaboration and knowledge sharing. Additionally, recognizing employees who actively share knowledge can enhance the effectiveness of knowledge management implementation. With an integrated system, organizations will be able to optimally utilize knowledge assets to boost productivity and innovation.

These findings align with the research by (Kianto, Sáenz and Aramburu 2017), (Asif, et al., 2021), and (Ferreira, Mueller, and Papa 2020), which demonstrate that knowledge management practices have a positive relationship with productivity, innovation, and organizational performance. These studies confirm that organizations capable of effectively managing knowledge will gain advantages in the form of improved work efficiency and productivity. Therefore, the results of the literature synthesis in this study reinforce the hypothesis that knowledge management has a positive effect on productivity.

### 3.8 Conceptual Framework of the Study

Based on the research questions, discussion, and relevant studies, the conceptual framework of this article is presented in Figure 1 below.



**Figure 1. Conceptual Framework**

Based on the conceptual framework that has been developed, this study examines the influence of motivation, capability, and knowledge management on productivity. A review of the literature indicates that these three variables have a positive relationship with productivity. However, productivity is a multidimensional concept influenced by various internal and external organizational factors. Therefore, in addition to the exs of the three variables under study, there are still a number of other variables that have the potential to influence productivity and could serve as opportunities for future research.

### 3.8.1 Work Environment

The work environment refers to both the physical and non-physical conditions that influence employees' comfort and effectiveness in performing their jobs. The physical work environment includes lighting, room temperature, cleanliness, safety, and available work facilities. Meanwhile, the non-physical work environment encompasses relationships among employees, relationships with supervisors, organizational culture, and the overall work atmosphere. A conducive work environment can enhance comfort, reduce work-related stress, and encourage employees to work more productively. Conversely, a less supportive work environment can diminish work motivation and productivity. Research by [\(Robbins and Judge 2019\)](#) indicates that the work environment has a positive

impact on employee productivity because it fosters more effective and efficient working conditions.

### **3.8.2 Leadership**

Leadership is a leader's ability to influence, direct, and motivate organizational members to achieve established goals. Effective leaders can create a clear vision, provide appropriate guidance, and build employee commitment to the organization. In various human resource management studies, leadership has been proven to be one of the primary determinants of work productivity. Participative and transformational leadership styles tend to increase employee motivation, work engagement, and productivity. Conversely, ineffective leadership can dampen work morale and hinder the achievement of organizational goals. Therefore, leadership is a highly relevant variable to study in relation to productivity.

### **3.8.3 Information Technology**

Advances in information technology have transformed how organizations conduct operational activities and manage human resources. Information technology enables work processes to be carried out more quickly, accurately, and efficiently, thereby contributing to increased productivity. The utilization of information systems, digital applications, artificial intelligence, and cloud-based technologies can help organizations improve the quality of decision-making and accelerate task completion. Additionally, information technology supports the implementation of knowledge management through more effective information storage and distribution. Research by [\(Susanto et al. 2024\)](#) indicates that technology is one of the factors positively influencing employee productivity, as it enhances the efficiency of work processes and organizational effectiveness.

#### 4. Conclusion

Based on the research objectives, the results of the literature review, and the discussion conducted using the Systematic Literature Review (SLR) approach, it can be concluded that productivity is one of the key factors determining an organization's success in achieving its strategic goals. The synthesis of various previous studies indicates that motivation, capability, and knowledge management are factors with a positive relationship to productivity. Motivation acts as a driver of work behavior that enhances employees' enthusiasm, commitment, and engagement in performing their tasks. Capability reflects an individual's ability to utilize knowledge, skills, and experience to achieve optimal performance. Meanwhile, knowledge management functions as a mechanism that enables organizations to create, store, share, and utilize knowledge to improve work effectiveness and efficiency. Findings from the reviewed studies show a consistent pattern that these three variables contribute to increased productivity at both the individual and organizational levels. Therefore, the results of this study provide a strong theoretical foundation for the development of future empirical research.

Based on the results of the theoretical review and previous studies that have been analyzed, this article formulates hypotheses that can serve as the basis for further research, namely :

H1: Motivation has a positive effect on productivity.

H2: Capability has a positive effect on productivity.

H3: Knowledge management has a positive effect on productivity.

In addition to these three hypotheses, the literature review also indicates that productivity can be influenced by various other factors such as the work environment, leadership, information technology, organizational culture, job satisfaction, and human resource competencies. Therefore, future research can develop a more comprehensive research model by incorporating these variables as independent, mediating, or moderating variables. Consequently, further research is expected to provide a deeper understanding of the factors influencing productivity

and generate more practical recommendations for human resource and organizational management.

## 5. Recommendations

Based on the results of the literature review and the study's conclusions, it is recommended that future research not only focus on the influence of motivation, capability, and knowledge management on productivity but also consider other variables that may contribute to productivity improvement. The literature review indicates that productivity is a complex variable influenced by various organizational and individual factors. Therefore, future research needs to develop a more comprehensive conceptual model by incorporating other variables such as work environment, leadership, and information technology as factors suspected to influence productivity. Additionally, future researchers may also consider mediating or moderating variables, such as job satisfaction, organizational culture, organizational commitment, and work engagement, to gain a deeper understanding of the mechanisms underlying the relationships among variables. The use of empirical research methods employing quantitative, qualitative, or mixed-methods approaches is also recommended to validate the findings from the literature review. Consequently, future research is expected to enrich the development of human resource management theory and provide more practical recommendations for organizations to enhance productivity sustainably.

Specifically, there are many other factors that influence productivity besides the variables examined in this study, such as the work environment, leadership, and information technology. These three variables have been extensively discussed in the literature as factors contributing to increased work effectiveness and efficiency. Therefore, further research is still needed to test the influence of these variables on productivity across various organizational sectors, industrial contexts, and different respondent characteristics. Further research can also be conducted using a longer observation period and a broader scope of literature to yield more comprehensive findings with a higher level of generalizability.

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