

DETERMINING ORGANIZATIONAL CONTINUITY THROUGH EMPLOYEE PRODUCTIVITY: COUNSELING ANALYSIS, MENTORING, WORK ENGAGEMENT AND JOB SATISFACTION

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ABSTRACT

This study aims to analyze the determinants of organizational sustainability in shipping companies through the role of employee productivity, with a particular emphasis on counseling, mentoring, work engagement, and job satisfaction. The research employs a descriptive qualitative method with a literature review design, synthesizing findings from reputable databases such as Scopus, Web of Science, and Sinta, focusing on studies published within the last seven years. Data collection was carried out through a systematic review of relevant scholarly articles that explore the relationship between human resource management practices and organizational sustainability. The results indicate that counseling contributes to employees' psychological well-being and problem-solving abilities, mentoring supports knowledge transfer and career development, work engagement fosters intrinsic motivation and dedication, and job satisfaction enhances commitment and workplace harmony. Collectively, these factors significantly strengthen the quantity, quality, and efficiency of employee performance, with productivity acting as a mediating variable linking HRM practices to long-term organizational outcomes. The study concludes that organizational sustainability in the maritime sector cannot be achieved solely through external resources but requires comprehensive internal strategies centered on human capital development.

Keywords: Organizational Sustainability, Employee Productivity, Counseling, Work Engagement, Job Satisfaction

INTRODUCTION

The maritime sector plays a pivotal role in the global economy by contributing through fisheries, marine tourism, energy, mineral resources, maritime industries, and sea

transportation (Siswanto et al., 2023). It also functions as a key provider of employment opportunities, a driver of regional and international trade, and the backbone of cross-border goods distribution, which supports the stability of global supply chains (Kaptan, 2021). Consequently, maritime and shipping companies often receive strategic attention from governments, investors, and international organizations (Nofrialdi et al., 2023).

Despite its vital role, the maritime sector faces major challenges such as market fluctuations, international regulatory pressures, labor shortages, and the growing demand for efficiency and sustainability. In this regard, organizational sustainability becomes a critical issue determining the competitiveness of shipping companies in the global market (Raihansyah et al., 2024). According to Samudera Indonesia (2025), Indonesian shipping companies struggle with high logistics costs and aging fleets, highlighting the urgent need for effective management strategies to ensure long-term viability.

Data from Southeast Asia reveals that Indonesia's logistics costs as a percentage of Gross Domestic Product (GDP) remain higher than those of its neighboring countries, ranging between 23–27% compared to Malaysia (13–15%), Thailand (14–17%), and Vietnam (16–18%) (Pusparisa, 2024; Widowati, 2019). This condition indicates inefficiencies in the supply chain, uneven transportation infrastructure, and relatively low workforce productivity in the shipping and logistics sector (Fajar et al., 2023). Such findings emphasize the urgent need to enhance employee productivity as a strategy to reduce operational costs and improve the competitiveness of the maritime industry.

Within the framework of global competition, organizational sustainability requires continuous adaptation through strategic human resource development. Fajriyani et al (2023) highlight that human capital must be equipped with analytical and critical thinking skills to face digital transformation, while Anas et al (2024) argue that technical, social, and emotional competencies strongly determine organizational performance. Accordingly, holistic human resource competence forms the foundation for organizations to remain relevant and competitive in today's global environment (Sartika, 2024).

Employee productivity is a central factor in ensuring organizational sustainability (Fauzi et al., 2022; Rauuf et al., 2022; Sopian et al., 2025). Retnowati & Masnawati (2024) emphasize that organizational support and employee commitment directly contribute to higher productivity, while Lao & Leobisa (2022) point to motivation and leadership orientation as essential in maintaining productivity during transitional work phases. Other aspects such as occupational health and safety, compensation, and work-life balance also play significant roles in boosting productivity and strengthening organizational resilience (Ningsih et al., 2024; Diniawaty & Prahiawan, 2024).

Furthermore, counseling, mentoring, work engagement, and job satisfaction emerge as critical determinants in enhancing employee productivity. Counseling improves psychological well-being, thereby reducing work stress and increasing

performance (Elshifa, 2024). Mentoring strengthens skills, self-confidence, and collaboration within teams (Hermawan, 2021). Job satisfaction is positively correlated with motivation and efficiency (Nasution et al., 2021; Saragih et al., 2024), while a supportive work environment fosters both productivity and loyalty (Fau & Buulolo, 2023; Putriana et al., 2023). Together, these factors highlight the interconnectedness of organizational support systems and workforce outcomes.

Drawing from these considerations, this study focuses on analyzing the determination of organizational sustainability through employee productivity, with particular attention to the roles of counseling, mentoring, work engagement, and job satisfaction in the context of Indonesian shipping companies. The research questions address both the direct and indirect influences of these variables on productivity and organizational sustainability. Through a literature review approach, this study seeks to offer both conceptual insights and practical recommendations for the development of sustainable human resource management strategies in the maritime sector.

RESEARCH METHODS

This study employs a descriptive qualitative approach with a literature review design to explore the relationship between counseling, mentoring, work engagement, and job satisfaction with organizational sustainability, considering employee productivity as an intervening variable. Data were systematically collected from reputable academic databases, including Scopus, Web of Science, and Sinta, with a focus on publications from the last seven years. This strategy was adopted to synthesize relevant findings and develop a comprehensive understanding of the factors influencing organizational sustainability in the shipping industry (Hennink et al., 2020).

The process of data collection involved several stages. First, a set of keywords was established based on the main research variables, followed by the application of inclusion and exclusion criteria to ensure the relevance and quality of the selected studies. Only peer-reviewed articles, conference proceedings, and indexed journal publications were considered. Subsequently, the selected literature was screened to eliminate duplicates and assess methodological rigor, ensuring that only studies with clear research designs and reliable data were included.

Data analysis was conducted using a comparative method, whereby findings from previous studies were systematically compared to identify recurring patterns, similarities, and differences across the literature. This approach facilitated the identification of consistent relationships among the variables while also highlighting research gaps that have not been adequately addressed in prior studies. The synthesis process aimed to generate a clearer conceptual framework regarding how employee productivity mediates the relationship between organizational support mechanisms and long-term sustainability.

To ensure the validity and credibility of the findings, triangulation was applied by comparing results from diverse sources and publication types. This methodological strategy enhanced the robustness of the conclusions by minimizing potential bias and reinforcing the reliability of the synthesized evidence (Susanto, Arini, et al., 2024). Through this rigorous procedure, the study establishes a strong academic foundation for understanding the dynamics of human resource practices in sustaining organizational performance and provides a solid basis for future empirical investigations.

RESULTS AND DISCUSSION

The Effect of Counseling on Employee Productivity in Shipping Companies

The findings of the literature review confirm that counseling exerts a significant influence on employee productivity in shipping companies. Counseling serves as a structured process to help employees overcome personal and professional challenges that directly or indirectly affect their performance (Riyanti, 2024). Through problem-solving support, emotional assistance, and self-awareness development, counseling enhances employees' ability to manage stress, resolve conflicts, and focus on work tasks. This is especially relevant in the shipping industry, where employees often work under high pressure and prolonged separation from their families.

From the perspective of productivity indicators, counseling contributes to improvements in quantity, quality, and time efficiency. Employees who receive professional counseling are likely to produce a higher output volume due to improved concentration and energy levels. Furthermore, counseling helps minimize errors by alleviating stress-related distractions, thereby enhancing the quality of work. Time efficiency is also achieved as counseling encourages better prioritization and time management, preventing unnecessary delays in completing critical tasks.

These findings are consistent with earlier studies by Rigianty & Artisti (2025) and Susilo (2022), which demonstrated a positive relationship between workplace counseling and employee productivity. In practical terms, shipping companies that establish systematic counseling programs can build resilience among employees, reduce absenteeism, and enhance workforce efficiency. This shows that counseling is not merely an employee assistance tool but also a strategic investment that improves operational performance and strengthens competitive advantage.

The Effect of Mentoring on Employee Productivity in Shipping Companies

Mentoring is identified as another critical factor influencing productivity, where experienced employees (mentors) guide less experienced ones (mentees) to accelerate their learning and professional growth (Al Hilali et al., 2020). This study confirms that mentoring enhances productivity by fostering skill transfer, providing constructive feedback, and facilitating career development opportunities. Within shipping companies,

mentoring relationships reduce the trial-and-error process, enabling employees to learn proven methods for handling technical and operational tasks.

In terms of productivity outcomes, mentoring contributes significantly to quantity, quality, and efficiency. By learning directly from senior employees, mentees develop the capability to complete more tasks accurately within a shorter time frame. Regular feedback helps mentees identify and correct mistakes promptly, thereby improving the quality of output. Additionally, the avoidance of redundant learning processes shortens task completion times and reduces inefficiencies. This structured approach allows employees to achieve better results in both routine and complex operations.

These findings are in line with research by Suprpti et al (2025), which highlighted the role of mentoring in improving workforce productivity. For shipping companies, mentoring also fosters organizational learning, whereby institutional knowledge is effectively transmitted from one generation to the next. Consequently, mentoring programs not only enhance current productivity levels but also ensure continuity of expertise, making them vital for both short-term performance and long-term organizational sustainability.

The Effect of Work Engagement on Employee Productivity in Shipping Companies

Work engagement, defined as the psychological and emotional attachment employees have to their work, plays a significant role in productivity outcomes. Engaged employees demonstrate vigor, dedication, and absorption in their tasks, which translates into higher levels of performance (Chatterjee, 2022). This review highlights that shipping companies with highly engaged employees experience stronger output levels and operational reliability, both of which are critical for meeting client expectations in a highly competitive market.

At the productivity level, engaged employees demonstrate higher output quantity due to their persistence and motivation to exceed expectations. Dedication leads employees to commit greater effort toward producing quality outcomes, with increased attention to detail and accuracy. Absorption further enhances efficiency by enabling employees to work with high concentration and minimal distractions. Together, these elements contribute to maximizing performance and aligning individual efforts with organizational objectives.

The results align with the findings of Nugroho & Ratnawati (2021), who showed that work engagement positively influences productivity. In the maritime industry context, engagement is especially important because of the demanding and high-risk environment. Engaged employees are more adaptable, more resilient under stress, and more likely to maintain consistent performance. Thus, promoting engagement through supportive management, clear communication of organizational vision, and adequate

resources becomes a critical strategy for improving employee productivity in shipping companies.

The Effect of Job Satisfaction on Employee Productivity in Shipping Companies

Job satisfaction is another variable strongly linked to productivity outcomes. Defined as employees' positive evaluation of their work and workplace environment (Pasaribu et al., 2022), satisfaction influences motivation, loyalty, and performance. The findings of this study confirm that job satisfaction enhances productivity by encouraging employees to invest greater effort in their roles, reducing turnover intentions, and improving work consistency.

In relation to productivity indicators, satisfied employees demonstrate higher output quantity, as motivation drives them to complete tasks efficiently and within deadlines. They also deliver higher-quality results because satisfaction fosters pride and commitment, leading to careful attention to detail and error reduction. Moreover, satisfied employees work with greater efficiency by focusing their energy on completing tasks rather than being distracted by dissatisfaction with pay, benefits, or workplace relationships.

These findings are supported by Turipan (2017) and Murfahan (2021), who found that job satisfaction positively correlates with employee productivity. For shipping companies, this suggests that fostering job satisfaction through fair compensation, challenging job design, and a supportive work environment is a strategic imperative. Employees who are satisfied are more likely to display discretionary effort, contributing to higher levels of organizational effectiveness and competitiveness.

The Effect of Counseling on Organizational Sustainability

The review also indicates that counseling positively affects organizational sustainability by improving financial, operational, and human resource outcomes. Counseling supports employees in managing stress and emotional challenges, which enhances overall workforce stability and performance (Riyanti, 2024). In shipping companies, this translates into reduced turnover, improved safety performance, and more reliable operations at sea.

From a financial perspective, counseling helps organizations reduce costs associated with absenteeism, errors, and employee replacement. Operationally, counseling enhances teamwork and communication, minimizing risks of accidents and delays in shipping operations. From the human resource perspective, employees who feel supported are more likely to remain loyal, contributing to long-term workforce stability and reducing recruitment costs.

These outcomes are consistent with the study of Ramadhani (2020), which confirmed that counseling supports organizational sustainability. Therefore, in addition to enhancing individual productivity, counseling provides systemic benefits that

strengthen the long-term viability of shipping companies. This highlights the dual role of counseling as both a performance enhancer and a sustainability driver.

The Effect of Mentoring on Organizational Sustainability

Mentoring contributes to sustainability by ensuring the continuity of knowledge, skills, and organizational culture across generations of employees. Through structured programs, mentors transfer technical expertise in areas such as navigation, cargo handling, and compliance with international safety standards (SOLAS, MARPOL), which are essential for safe and efficient operations (Al Hilali et al., 2020).

Financially, effective mentoring reduces costs by minimizing operational errors, improving maintenance practices, and enhancing efficiency in fuel and resource use. From an operational perspective, mentoring strengthens the reliability of processes, ensuring compliance with regulatory requirements and client expectations. In terms of human resources, mentoring supports career development, reduces turnover, and builds leadership pipelines for the future.

These findings are in line with Fauzi (2023), who reported that mentoring significantly enhances organizational sustainability. For shipping companies, which operate in a high-risk and competitive environment, mentoring provides a strategic approach to preserving organizational knowledge, ensuring operational reliability, and maintaining long-term competitiveness.

The Effect of Work Engagement on Organizational Sustainability

Work engagement is strongly correlated with sustainability outcomes in shipping companies. Engaged employees are more motivated, dedicated, and committed to organizational goals, which directly enhances financial performance, operational efficiency, and workforce stability. Engagement fosters proactive behavior, compliance with safety standards, and resilience under challenging conditions at sea (Chatterjee, 2022).

From a financial standpoint, engaged employees contribute to profitability by increasing productivity and reducing errors that result in costly losses. Operationally, engagement leads to adherence to schedules, improved safety records, and compliance with international standards, all of which sustain client trust and market reputation. From a human resource perspective, engagement reduces turnover and enhances employee loyalty, which is critical in an industry facing talent shortages.

Hidayah et al (2020) confirmed the positive relationship between engagement and sustainability, underscoring that engagement is a strategic lever for organizational survival. For shipping companies, fostering engagement through recognition, empowerment, and clear communication of vision and mission is essential for maintaining long-term success.

The Effect of Job Satisfaction on Organizational Sustainability

Job satisfaction significantly impacts sustainability by fostering productivity, loyalty, and operational reliability. Satisfied employees are more motivated to contribute to organizational goals, more committed to safety and compliance, and more loyal to the organization. This reduces turnover and ensures the retention of skilled employees, which is vital in the maritime industry.

Financially, job satisfaction enhances profitability by reducing recruitment and training costs associated with high turnover, while also improving operational efficiency. Operational sustainability is achieved as satisfied employees demonstrate greater vigilance and compliance with protocols, reducing accidents and ensuring reliable operations. From a human resource perspective, job satisfaction fosters a positive work culture that attracts and retains top talent.

These results are consistent with Albrecht et al (2021), who demonstrated that job satisfaction positively correlates with organizational sustainability. Shipping companies must therefore prioritize employee satisfaction through fair compensation, safe working conditions, and career development opportunities to maintain long-term viability.

The Effect of Employee Productivity on Organizational Sustainability

Employee productivity is the critical mediating variable that links organizational practices such as counseling, mentoring, engagement, and satisfaction with sustainability outcomes. High productivity ensures that financial, operational, and human resource goals are achieved more effectively. In the shipping industry, productivity translates directly into efficient fuel use, reduced port delays, and improved service quality.

Financial sustainability is enhanced as productivity increases revenues and reduces operational costs. Operational sustainability benefits from consistent output quality, safety compliance, and reliable schedules. Human resource sustainability is reinforced when productive employees feel competent and valued, reducing turnover and building organizational loyalty.

These findings align with prior studies (e.g., Susanto et al (2024)), confirming that productivity is both an outcome of organizational practices and a driver of sustainability. For shipping companies, improving productivity through integrated HR strategies is the most direct pathway to achieving long-term organizational survival.

The Mediating Role of Productivity in the Relationship Between HR Practices and Sustainability

The integrated review confirms that counseling, mentoring, work engagement, and job satisfaction influence organizational sustainability through their effect on employee productivity. Productivity serves as the mechanism that translates HR interventions into tangible financial, operational, and human resource outcomes. For example, counseling reduces stress and increases focus, mentoring accelerates learning,

engagement drives motivation, and satisfaction fosters loyalty—all of which lead to higher productivity and, consequently, sustainability.

These findings are supported by (Berek et al (2023), Dewa & Rahmasari (2023), Gazi et al (2025), and Mahendra & Mahyuni (2023) who demonstrated that HR practices significantly influence sustainability when mediated by productivity. This integrated model underscores the importance of designing HR interventions not in isolation but as interconnected strategies that collectively build workforce capacity and organizational resilience.

Conceptual Framework

Based on the above results and discussion, the conceptual framework of this study illustrates that counseling, mentoring, work engagement, and job satisfaction influence organizational sustainability directly and indirectly through employee productivity. In addition, other variables such as leadership style (Saputra, 2021; H. Widodo, 2017), organizational culture (Ali et al., 2022; Putri et al., 2023), and organizational communication (Syahrudin, 2020; Widodo, 2021) may also play important roles. This highlights that sustainability in the shipping industry is a multidimensional construct that requires a holistic approach, integrating HR practices, leadership, culture, and communication strategies.

CONCLUSION

The findings of this study demonstrate that counseling, mentoring, work engagement, and job satisfaction play a significant role in enhancing employee productivity, which in turn determines the sustainability of shipping companies. Each variable contributes through different mechanisms: counseling improves employees' psychological well-being and focus, mentoring facilitates knowledge transfer and career development, engagement fosters intrinsic motivation and dedication, and job satisfaction enhances commitment and loyalty. Collectively, these factors shape the quality, quantity, and efficiency of employee performance, thereby reinforcing financial, operational, and human resource sustainability within the maritime sector.

Furthermore, employee productivity is confirmed as a critical mediating variable that translates human resource practices into long-term organizational outcomes. The integrated review underscores that organizational sustainability cannot be achieved solely through external factors such as infrastructure or regulatory compliance, but must be supported by robust internal strategies that prioritize human capital development. This highlights the need for shipping companies to design comprehensive human resource management interventions that simultaneously address well-being, skills development, engagement, and satisfaction. By doing so, organizations can strengthen competitiveness, reduce costs, and ensure their long-term viability in the increasingly dynamic and competitive global maritime industry.

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