LITERATURE REVIEW: EMPLOYEE ENGAGEMENT AS AN EFFORT TO IMPROVE WORK PERFORMANCE

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Abstract

Employee engagement is a physical and psychological condition related to work cognitively, emotionally, and behavior to achieve the goals of the organization. The purpose of writing this review article is to summarize and discuss employee engagement as an effort factor in improving work performance within the organization. The method used is a literature review, which is a literature review search for both international journals and national journals between 2013 – 2020 as many as 15 journal articles from the results of previous research. The results of the literature review show that employee engagement has an influence on individual work performance so that organizational goals can be achieved.

Keywords: employee engagement, work performance, organization

INTRODUCTION

Employee engagement is a widely discussed topic in the fields of organizational development, management, and industrial psychology (Jeung, 2011; Kim, Kolb, & Kim, 2013; Mercurio, 2015). This cannot be separated from the complex management of Human Resources (HR). The changing times require HRD (Human Resource Development) practitioners to be able to contribute innovatively to improve the quality of individual work with various characters (Kim et al, 2017; Sekhar, Patwardhan & Vyas, 2017) such as skills and levels of education in the organization. This is a challenge that employee engagement must be built and maintained so that burnout does not occur (Bakker, Demerouti & Sanz-Vergel, 2014; Hanaken & Schaufeli, 2012).

Some researchers consider employee engagement and work engagement to be key

terms in the HRD field (Lee et al., 2016). It is stated that the notions of employee engagement and work engagement are similar because they are interrelated with job demands and work resources (Bakker & Demerouti, 2007). However, in general, employee engagement and work engagement do not have significant differences in terms of theoretical and scientific findings (Bakker, Schaufeli, Leiter & Taris, 2008), so that in this article the author uses the term employee engagement to facilitate literacy.

Employee engagement refers to things that are positively affective related to carrying out work that has aspects of vigor, dedicated, and absorption (Schaufeli, Bakker, & Salanova, 2006). This sense of engaged is a cognitive, emotional, and behavioral condition of the individual directed towards organizational goals (Farndale & Murrer, 2015; Shuck &

Wollard, 2010). Employee engagement is a positive individual attachment, commitment, loyalty to one or one line of work (Xiao & Duan, 2014) or the individual's positive psychological state regarding their work (Saks & Gruman, 2014).

It can be stated that work is a motivational boost to achieve a variety of needs (from the wages) and must be met psychologically and physiologically (Maslow, 1943; McClelland, 1990; Alderfer, 1969). The need is an impetus that will spur change on the cognitive side of the individual so that it will motivate the enthusiasm for work (Mokaya & Kipyegon, 2014). From the encouragement of fulfilling these needs, employee engagement can increase over time, which in turn will affect the quality of individual work (Rich, Lepine & Crawford, 2010).

Work quality is very important in achieving organizational goals so that it can generate employee engagement for each individual (Alqarni, 2016). In the industrial sector, employee engagement has a major effect on the sustainability of the company and leads to better performance changes (Mokaya & Kipyegon, 2014). A person can be professional when they have engaged in their work. The higher the employee engagement, the better the quality of work obtained. In addition, cognitive, emotional, and physical conditions while working also need to be considered (Khan, 1990).

However, company “fleas” often occur which result in decreased quality of the organization and hinder the vision and mission. The lack of individuals when they are not satisfied with the job they think fits the criteria is a factor in the number of turnover intentions (Biron & Boon, 2013; Caesen, Stinglhamber & Marmier, 2014). But often HR that is not appropriate in implementing job desc in the organization can affect the level of

quality of the individual's performance. Quality human resources have a big impact on organizational goals, so there is a binding agreement that aims to foster organizational commitment (Cesario & Chambel, 2017).

Externally, employee engagement can be influenced by several factors, including the provision of appropriate and satisfying wages according to job level (Pang & Lu, 2018). Consistent communication within the organization is able to increase employee engagement so as to provide the best performance at work (García-Carbonell et al, 2018). A conducive work environment can provide good performance results for individuals (Lazauskaite-Zabielske, Urbanaviciute & Balsiene, 2018) as well as supportive colleagues in the workplace can increase job satisfaction and work performance (Yousef, 2017).

Meanwhile, internally, employee engagement can be influenced by several factors, including self-efficacy (Sofiah & Kurniawan, 2019). Other findings show that a good quality of work life increases employee engagement with their work (Alqarni, 2016). In addition, it was found that passion or obsession can also form a sense of engaged in their work (Burke, Astakhova & Hang, 2015; Ho, Wong & Lee, 2011; Purba & Ananta, 2018).

Employee engagement plays an important role in the organization so that it is able to improve individual performance which in turn can provide job satisfaction (Garg, Dar & Mishra, 2018). Training in service to other individuals is a supporting aspect at the employee engagement level (Johnson, Park & Bartlett, 2018). Various other aspects such as the character of the individual being served determine the level of engaged individuals in the organization (Wang & Chen, 2019).

It has been identified various factors in shaping employee engagement behavior in an organization so that it can run well within the organization and how to improve the work performance of employee engagement that has

been formed by individuals. Based on the background stated, the authors are interested in discussing employee engagement as a factor in efforts to improve the quality of performance in organizations.

METHOD

The method used in writing this article is by using the literature review method, which is a search for scientific literature studies, both international journals and national journals, which is done using a database of several scientific publications, namely SAGE Journals, Emerald, and Proquest. The process of collecting articles is carried out by sorting from the literature based on the criteria determined by the author of each journal taken, there are 15 related journals that have been reviewed.

Articles were reviewed between 2013 - 2020 using the keywords employee

engagement, work engagement, employee engagement and work performance and employee engagement outcomes. For each journal that has been selected based on criteria, a conclusion is written that describes an explanation regarding the effect of employee engagement on the quality of individual performance. Before making conclusions, the authors previously identified the journal article in a brief summary form in the form of a table consisting of the author's name, research methods, samples, instruments, theory and the results of the discussion.

RESULTS AND DISCUSSION

Based on the results of journal articles that have been collected, then reviewed with the main focus on the effect of employee

engagement on work performance, it is analyzed and divided in table 1 below.

Table 1. Summarize the results of the journal review

Author (Year)	Method	Sample	Instrument	Theory	Result
Karatepe (2013)	Quantitative	110	Questionnaire	individuals who receive income and socio-emotional from the organization tend to feel obligated to pay the organization through better engagement and performance	Employees who feel engaged in their work will be motivated to provide extra services
Anitha (2014)	Quantitative	383	Questionnaire	engagement can lead to improved performance from various factors.	Employee engagement has a significant effect on employee performance
Gupta, Acharya, &	Quantitative	261	Questionnaire	If the employee is not engaged, it will lead to negative and	Findings about engagement that improves

Gupta (2015)				unsatisfactory behavior for customers	performance in service delivery
Dajani (2015)	Quantitative	245	Questionnaire	Social exchange theory states that individuals will be motivated to engage in their work when it is based on a fair and balanced exchange system	Employee engagement has a significant impact on job performance
Rashid & Azhar (2015)	Qualitative	Manajer	Interview	The literature review reveals six organizational-level results from employee engagement, namely employee retention, profitability, attendance, customer satisfaction, productivity, and business growth	Employee engagement is a factor in determining individual performance and supporting the organizational programs that have been designed
Ghuman (2016)	Quantitative	65	Questionnaire	The effect of leadership and job satisfaction is another factor in building individual performance	It has been researched that there is a relationship between Employee engagement and employee performance
Cesario & Chambel (2017)	Quantitative	274	Questionnaire	critical attitude antecedents of firm performance highlight the positive relationship between work commitment environment and knowledge sharing culture as strong predictors of individual performance	There is a relationship with the relevance of work engagement to employee performance
Sekhar, Patwardhan, & Vyas (2017)	Quantitative	244	Questionnaire	Individuals who are effectively engaged with the organization have a higher sense of and involvement in organizational activities.	The results showed a relationship between employee engagement and job performance

Ismail, Iqbal & Nasr (2018)	Quantitative	186	Questionnaire	Employee engagement leads to higher job performance by generating positive emotions and increasing motivation to perform job duties and responsibilities	The results showed that employee engagement had a significant positive effect on job performance
Sendawula, et al. (2018)	Quantitative	150	Questionnaire	Employee engagement is a positive attitude that employees have towards the organization and its values	The correlation results indicate that there is a significant positive relationship between employee engagement and employee performance
Kim, Han & Park (2019)	Quantitative	571	Questionnaire	The JD R model assumes that job characteristics can increase job engagement, which in turn, improves organizational outcomes	Work engagement plays an important role in relation to job performance in addition to that; personal resources, job resources and turnover intention
Othman & Mahmood (2019)	Quantitative	252	Questionnaire	Social cognitive career theory and social engagement theory	The results showed that high potential employee engagement had a positive and significant effect on individual work performance.
Wang & Chen (2019)	Quantitative	312	Questionnaire	Customer behavior in the workplace affects burnout and turnover intentions	Work engagement has a positive effect on job performance
Ngwenya, & Pelser (2020)	Quantitative	257	Questionnaire	Individual performance levels depend on how engaged and how satisfied the employees are with their work	Employee engagement has a positive relationship with employee performance
Adrianto & Riyanto (2020)	Quantitative	160	Questionnaire	Employee engagement is a sense of emotional attachment to work and organization	Positive relationship between employee engagement and individual performance

In the results of table 1 it is found that employee engagement has an effect on the individual performance results of various respondents, namely employees. It is stated that the performance results resulting from employee engagement have a positive impact on other individuals. In addition, with the increase in employee engagement, the results of the work that have been done have been very satisfying, in line with Pang and Lu's (2018) theory, an organization will work well because of the high employee engagement that has been formed for each individual (Rashid & Azhar, 2015).

The findings of Gupta, Acharya & Gupta (2014) state that with the formation of high employee engagement, performance will increase, then individuals who work will voluntarily provide more service to their customers. Likewise, the findings by Karatepe (2013) state that employee engagement can improve individual performance and individuals who feel engaged in their work will be motivated to provide extra services from their main job to customers.

Analysis of the results of table 1, many of the findings state that high employee engagement has a significant impact on individual performance, such as the results of research by Dajani (2015); Sekhar, Patwardhan, & Vyas (2017) and Ismail, Iqbal & Nasr (2018). In line with Bakker et al., (2008), it is said that individuals who feel engaged with work will feel the psychological health impact. However, it needs to be seen again from the various determining factors that can increase the sense of engaged in a job, such

as job demands and job resources (Bakker & Demerouti, 2007), so that the quality of work is better and more satisfying (Alqarni, 2016; Cesario & Chambel, 2017; Yeh, 2013).

In the findings of Kim, Han & Park (2019), employee engagement is also able to mediate in the relationship between variables and is able to reduce the occurrence of turnover intention in individuals in addition to work performance results. From the findings of these findings, it has been proven that high employee engagement can have a good and positive impact on work performance (Adrianto & Riyanto, 2020), this is based on strengthening the previous theory (Demerouti & Cropanzano, 2010).

The findings of Sekhar, Patwardhan & Vyas (2017) that individuals who feel engaged with their work and have a higher sense and involvement in activities in their organization will produce good job performance (Ngwenya, & Pelsner, 2020). This is in line with existing findings that indicate employee engagement directly and indirectly affects individual performance (Azizah & Gustomo, 2015).

Several aspects such as the nature of the customer can affect the level of employee engagement, if the customer is less cooperative with individuals in the organization, it can cause burnout to turnover intention (Wang & Chen, 2019). The findings of Ismail, Iqbal & Nasr (2018) that positive emotions can foster employee engagement so that it can improve good work performance (Cesario & Chambel, 2017) with good service output, of course (Gupta, Acharya, & Gupta, 2015).

CONCLUSION

From the results of the discussion, it can be concluded that employee engagement has an influence on the quality of individual performance in the organization. This is in line

with several literature findings which imply that individual performance is influenced by employee engagement from various internal and external aspects. Thanks to employee engagement, the productivity and job

satisfaction produced by individuals in the achievement of company organizations have better quality, because individuals feel that they are able to work consistently, are absorbed in work (absorption), and are more physically and psychologically competitive.

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