The Influence of Employee Engagement on Organizational Performance: A Systematic Review

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Abstract: - Employee performance is primarily the result of achievements in the workplace. Performance refers to sticking to plans while aiming for results. The study used a systematic literature review (SLR) to understand the factors affecting organizational performance and employee engagement from some literature published in databases of well-known journals such as Emerald, Wiley, Scopus, SAGE, and Google Scholar from 2010 to 2022. The goal is to reflect the factors that influence the impact of employee engagement on organizational performance. The results showed a significant relationship between the effect of employee engagement on organizational performance with $p < 0.01$. Employee engagement and organizational performance have nine categories: PsyCap, job fit, internal communication, commitment, motivation, Personality, Employee Satisfaction, retention, and Performance. Even though most of the research sources have come from the United States, the study highlighted the relationship between employee engagement and organizational performance, followed by England, China, India, and Spain. The limitation of this study is that this study is limited to subjects that discuss the impact of employee engagement and organizational performance.

Key-Words: - Employee engagement, organizational performance, systematic review

1 Introduction

Human resources (HR) are an important asset for the growth of the organization [1]. HR also impacts organizational performance, which needs evaluation of its effectiveness. One factor contributing to the organization's success is employee engagement [2]. The results of studies by Albdour & Altarawneh [3] explained that employee engagement is the greatest predictor of organizational commitment and increased loyalty. This is confirmed by Gunlu et al.[4], who found that if a person's level of organizational commitment increases, it will be followed by engagement rates, job satisfaction, and performance. In another study, Dajani & Zaki [5] described engagement as related to job satisfaction, engagement, lack of turnover intention, and organizational commitment by demonstrating a positive attitude at work. The employees involved in the organization will behave productively, will show joy, happiness, and enthusiasm, and can manage their work well. However, this situation is also impacted by their workplace interaction.

Workplace interaction was first conceptualized by Syam & Arifin [7] that positive feelings and greater enthusiasm for work can result in employee engagement. Employees with high engagement perform better is because they have positive feelings and do not make their work a burden. Balwant [8] found a positive relationship between employee engagement and organizational performance. This means that employees with high employee engagement will have low intention to leave the organization, increased performance, profitability, growth, and customer satisfaction.

Although Demerouti et al.[9] agreed with the perception of engagement as the opposite of burnout, burnout itself can be seen as a phenomenon that occurs as a syndrome of emotional exhaustion, depersonalization, and low self-esteem at work. In this situation, employees no longer feel the same commitment to work, creating a negative attitude towards the quality of work and service, violations by employees, and doing business in the organization [10]. In this situation, employee engagement is divided into three parts: firstly, vigor,

which indicates a high level of strength and flexibility under stress, a willingness to try hard at work, and consistency in the face of difficulties in completing the task. Secondly, dedication is characterized by a sense of meaning, enthusiasm, inspiration, pride, and willingness to face challenges. Thirdly, absorption is characterized by complete concentration in work and a keen interest in work which reduces individual employees to leave their work [11],[12].

There is a well-researched hypothesis about the existence of employee engagement, based on empirical evidence. In addition, some studies represented the impact and a negative link between burnout at work and employee engagement. Both designs have been shown to influence employee behavior and interaction independently, including OCB, absenteeism, and employee performance [13],[14]. Furthermore, it has not been proven that a high level of employee engagement is also considered to improve work performance, performance, and customer service [15],[16]. The reason for employees with high engagement perform better because they have positive feelings and do not make their work a burden. Some studies have found a positive link between employee engagement and organizational effectiveness. The relationship has driven many organizations to research employee engagement by interviewing employers and employees. Although there has been a lot of research done on employee engagement, there are inconsistencies in its definitions, activities, introductions, and conclusions. In addition, the same engagement technique does not always work for employees in all countries due to cultural differences. For example, it is not yet enough to discuss a systematic review of research results on employee engagement in a global context. For the goal of this study, we propose a systematic review to resolve the problem. This review examines the electronic academic journal databases Emerald, Elsevier, Google Scholar, Sage database. The purpose of the review is to analyze the previous study about the employee engagement into a model of systematic literature review (SLR). SLR can help to find a solution by reviewing relevant previous studies. Therefore, based on the previous research, this study will determine the factors that affect employee engagement and organizational performance. There is some literature to be collected in this study. This literature was published from 2010 to 2022 in the database of well-known journals such as Emerald, Wiley, Scopus, Sage, and Google Scholar.

2 Literature Review

2.1 Employee Engagement
Employee engagement is the employee's emotional commitment and attachment to the organization and its goals. This emotional commitment means that employees genuinely care about their work and their organization. They work not just for a salary or growth but the organization's goals. Each organization should strive for the maximum contribution of each employee to success, balancing with the employees' interest to find their goals and job satisfaction [19]. Engaged employees will be fully motivated to utilize their whole capacity in an integrated and focused manner to enhance their participation. They are ready to do this because three conditions are met: employees feel psychologically protected in the presence of others so that they can apply themselves to their work role [20]. Based on the explanation of the above definition of employee engagement, we can conclude that employee engagement is an expression of the attitude to one's work manifested in one's work as a positive value for achieving success and actively doing one's work. Work engagement can be defined as an employee who can demonstrate high energy and stamina at work. Commitment is an element of work engagement characterized by individuals actively involved in their work and feeling meaning, passion, and a sense of challenge [21]. This study relates to the explanation of Booker and Schoffeli [22]. They stated that employee engagement is associated with a person's work, characterized by enthusiasm, dedication, and absorption in the workplace.

2.2 Employee Engagement on Performance
Employee engagement plays a role in enthusiasm, dedication, and absorption of their work, that a person may feel motivated within themselves to feel enthusiastic about their work and a sense of belonging to their work so that they can survive at work [23]. Based on the factors that stimulate engagement, which have been explained by several experts above, everything in the organization affects employees and the work process, so it is important to know the relationship between employee engagement in the organization. Therefore, more attention must be paid to the happier employees at the workplace. Indirectly, this will prevent employee burnout that will harm the organization from different sides to cover the position.

2.3 Research Questions

To create a formation of employees with excellent performance, knowledge, and skills, it becomes necessary to understand which factors impact employee engagement in their workplace. Frequently, fluctuated engagement has occurred among employees caused by most employees being bored with their performance. So that an employee is said to have good employee engagement if the employee wants to continue to try to develop and develop his organization, but it is always balanced with the efforts made by the organization towards its employees, such as giving employees freedom in completing their work, or mutual respect and mutual assistance among co-workers. Such a situation can be called a synergistic engagement which requires participation and interaction from each other between employees and the organization itself. The explanation for that situation is that the employee works effectively and experiences a positive and active motivational state of mind characterized by compassion (devotion), energy (strength), and cognitive movement (absorption) to work. Therefore, this study aims to assess the trend of what causes employee engagement through empirical studies and various works in the literature. To understand the trend of research about employee engagement, the researcher will focus on the following research questions to which the answer will be given, namely:

1. What is the main purpose of the article under study?
2. What are the main methods used in employee engagement studies?
3. From which countries the study of employee engagement is conducted?
4. What are the types of Employee Engagement Research Categories?
5. What year was the article published?

3 Methodology

This research method uses a systematic literature review approach, which is a term used to refer to some research and development methodology carried out to collect and evaluate research focused on employee engagement topics, using the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) process [28]. The literature was obtained from seven online databases, namely Emerald, Wiley, Scopus, SAGE, and Google scholar.

The process of selecting an article in the research is carried out based on several stages, including the following inclusion criteria; 1) journals published from 2010 to 2022; and 2) the articles have the main topic of the impact of employee engagement on the organizational performance. This literature review does not include feature articles, blogs, book chapters, and editorials. The full search strategy is described in Table 1.

Table 1. Keywords and filter of published journals in each database

Database	Filter	Search Terminology	Results	Total
Emerald	Article type: research article	Employee engagement	129	279
		Company performance	150	
		Employee engagement and Company performance	279	
SAGE	Article type: research article	Employee engagement	145	284
		Company performance	139	
		Employee engagement and Company performance	284	
Wiley	Article type: research article	Employee engagement	69	146
		Company performance	77	
		Employee engagement and Company performance	146	
Scopus	Article type: research article	Employee engagement	258	525
		Company performance	267	
		Employee engagement and Company performance	525	
Google scholar	Article type: research article	Employee engagement	128	254
		Company performance	126	
		Employee engagement and Company performance	254	
		Total		1488

Keywords on employee engagement criteria have been results, and it resulted from 1,488 articles. They are collected based on previous search results from multiple databases. The next step after the

collection is to filter using Mendeley and Microsoft Excel to reduce 176 duplicate articles. Quick search results showed that 1154 articles were found according to the study's objectives. The main keyword for filtering the published studies is the search terms closely related to employee engagement and organizational performance. In addition, based on filtering data such as articles that should be in English, the year of publication is between 2010-2022, representing the scholarly work.
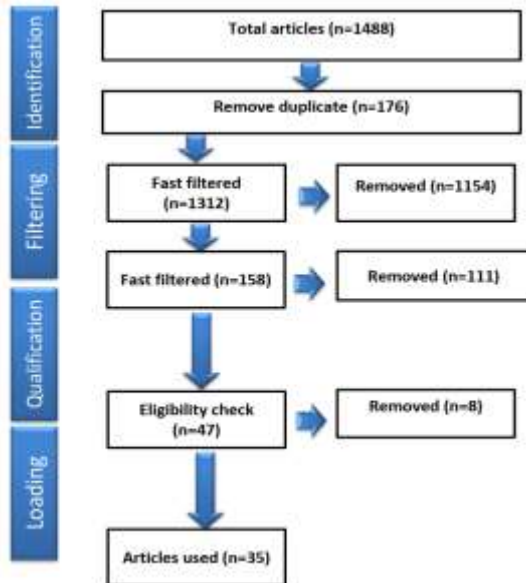

Fig. 1: Diagram of the article selection process using PRISMA

About the remaining 1312 articles were re-filtered based on the focus of the literature review, especially based on the titles and abstracts. A total of 1154 articles were eliminated because they did not fit the focus of the study (most of the articles that were eliminated were administrative studies that were not successfully verified in the previous process). The remaining 47 articles were read in full text. This process eliminated 8 articles because the publications did not correspond to the focus of the study and were not related to the engagement of organizational employees and the organization's work. Finally, the remaining 35 articles were published in this literature review.

3.1 Quality Rating

The quality of classification data is one of the methods used in the four stages of performing systematic testing. This quality score filters articles based on inclusion and exclusion criteria. Table 2 shows a list of initial checks carried out with the nine criteria identified to assess the quality of the 35 selected studies.

Table 2. Assessment Checklist

No	Questions
1	whether the research objectives are clearly explained
2	whether the research design achieved the research objectives in the article
3	whether the variables in the article are clearly stated
4	Is the research context of the articles clearly stated
5	whether the data collection method in the article is clearly stated
6	whether the reliability and validity factors are clearly stated
7	whether statistical techniques are clearly stated
8	whether the results of the study are clearly stated
9	whether the research conclusions add to your knowledge

Based on the obtained test results, the initial exam was carried out through a standardized assessment checklist based on the revised results of Bajn and Breton [29]. Each question in the assessment checklist (as in Table 3) is scored on a three-point scale (yes = 1 point, some = 0.5 points, no = 0 points). Then the studies selected from the exclusion and the instruction process are evaluated from 0 to 9, so the higher the score, the closer it will be to answering the research question.

Table 3. Assessment Results

No	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Total	Percentage
1	1	1	1	1	0,5	1	0,5	0,5	1	7,5	83%
2	1	1	1	1	1	1	0,5	0,5	1	8	88%
3	1	1	1	0,5	1	1	1	1	0,5	8	88%
4	1	1	1	1	1	1	1	1	1	9	100%
5	1	1	1	1	0,5	1	1	0	1	7,5	83%
6	1	1	1	1	1	0,5	1	1	0,5	8	88%
7	1	1	1	1	1	0,5	1	1	1	8,5	94%
8	1	1	1	1	1	1	0,5	1	1	8,5	94%
9	1	1	1	1	1	1	1	1	1	9	100%
10	1	0,5	1	1	1	1	1	0	0,5	7	77%
11	1	1	1	1	1	0,5	1	1	1	8,5	94%
12	1	1	1	1	1	1	1	1	1	9	100%
13	1	1	1	0,5	1	1	1	1	1	8,5	94%
14	1	0,5	1	1	1	1	1	1	1	8,5	94%
15	1	1	1	1	1	1	1	1	1	9	100%
16	1	1	1	1	1	1	1	1	0,5	8,5	94%
17	1	0,5	1	1	1	1	0,5	1	1	8	88%
18	1	1	1	1	1	1	1	0,5	0,5	8	88%

8										
1 9	1	1	1	1	1	1	1	0	1	8	88%
2 0	1	1	1	1	1	0,5	1	1	1	8,5	94%
2 1	1	1	1	1	1	1	1	1	1	9	100%
2 2	1	1	1	0,5	1	1	1	0,5	1	8	88%
2 3	1	1	1	1	1	0,5	1	1	1	8,5	94%
2 4	1	1	1	1	1	1	1	1	1	9	100%
2 5	1	1	1	0,5	1	1	1	0,5	1	8	88%
2 6	1	0,5	1	1	1	1	1	0	1	7,5	83%
2 7	1	1	1	1	1	1	1	1	1	9	100%
2 8	1	1	1	1	1	1	1	1	1	9	100%
2 9	1	1	1	1	0,5	1	1	0,5	0,5	7,5	83%
3 0	1	1	1	1	1	1	1	0,5	1	8,5	94%
3 1	1	1	1	1	1	1	1	1	0,5	8,5	94%
3 2	1	1	1	1	1	0,5	0,5	0,5	1	7,5	83%
3 3	1	1	1	1	1	1	1	0,5	0,5	8	88%
3 4	1	1	1	1	1	1	1	1	1	9	100%
3 5	1	1	1	1	1	1	1	1	1	9	100%

Based on the assessment of the quality of subjects above 35 selected studies, it is known that out of 3 selected subjects, the score is higher than 60%, and the quality score is passed. 28.5% of studies scored 100%, 28.5% of studies scored 94%, while 40% of studies scored 80-88% of points, and 3% scored 70-80%. The subjects collected from the 35 selected studies were deeply analyzed in the next stage.

4 Results and Discussion

Based on the results of 35 selected studies, they discussed the impact of employee engagement and organizational performance. The articles will be used to answer qualitative research questions, which are shown in the following section:

4.1 Research Question 1: What is the Main Purpose of the Article under Study?

About 35 selected studies evaluating the relationship between employee engagement and organizational performance were divided into nine categories according to their factors: 1. PSYCAP, 2. Job Fit, 3. Internal Communication, 4. Commitment, 5. Motivation, 6. Personality, 7. Employee Satisfaction, 8. Retention and 9. Performance. This is explained in Figure 2 below, 37% of selected studies are associated with organizational performance, Gorgevskyi et al. [30]. There is a

difference in engagement between self-employed and employees based on performance in both groups. Several articles have also shown a link between engagement and performance [6],[30]. This was followed by 17 % of retention, PsyCap, and personality, which comprise 11% of the total number of articles. The researchers describe the link between affective organizational commitment and engagement and affective organizational commitment and happiness [16],[31],[41],[42],[43]. Psychological security depends on the state of sufficient psychological and physical resources, such as the presence of self-esteem, in their engagement [19]. Psychological security also follows from the social system of organization, the interaction of permanent and supportive employees, and organizational principles to ensure greater engagement [31]. This third antecedent (e.g., psychological safety) provides the greatest potential for leadership to influence engagement. In addition, the articles accounted for 9% of the total number of studies, while commitment factors accounted for 6% of the total articles. The smallest percentage is 3% of the total research associated with internal communication, motivation, and employee satisfaction.
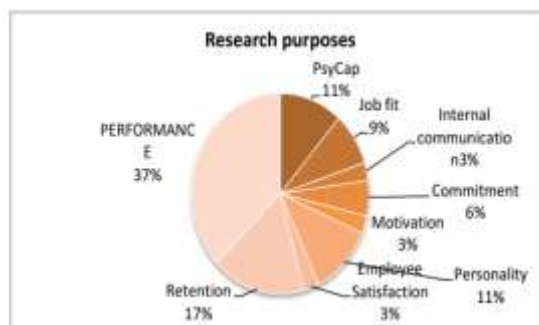

Fig. 2: Main Research purposes of the selected studies

The studies show two main sources of engagement: psychological capital is an area anyone can train and possess. Psychological capital consists of self-efficacy, optimism, hope, and resilience. To produce a good performance in the workplace, the organization needs to create psychological capital for its employees [6],[66],[67],[68].

4.2 Research Question 2: What are the Main Methods Used in the Studies of Employee Engagement?

The selected studies are based on the analyzed research methods. Figure 3 shows a variety of methods of data collection, namely questionnaires, reviews, surveys, interviews, and databases. It is

significantly indicated that the method of questioning was used mainly in selected studies and gave an estimate of 65%. Questioning is a method or technique of collecting data indirectly, where researchers do not directly ask questions and answers to respondents. A data collection tool or tool is a questionnaire or questionnaire containing a series of questions or statements that the respondent can answer [32]. The process of forming the tools used in this study is called the opinion expressed by Jogiyanto [33]. According to Marianus & Ali [33], the construction of the questionnaire can be carried out in three stages: carrying out the item formation, preliminary examination of experts or checking the validity of instruments, and testing the research instrument.
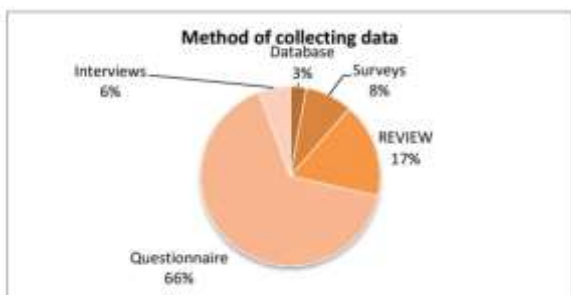
Fig. 3: Main Method of collecting data

Based on the data above, the survey method was 8% (N= 3). The survey method is a quantitative research method used to obtain data that has taken place in the past or present, to verify multiple ideas about beliefs, characteristics, thoughts, behaviors, variable relationships, and social variables, as well as psychologically methods for collecting data from samples taken from certain populations (interviews)[34]. Surveys in quantitative studies begin with the collection of data using questionnaires [35]. The questionnaire was based on research variables, which were processed in measurements and indices to become a list of questions in the questionnaire.

4.3 Research Question 3: From Which Countries the Study of Employee Engagement is Conducted?

Figure 4 shows the different participating countries from selected studies in this systematic review. This study has been conducted in other continents such as Israel, the United Kingdom, South Africa, India, Thailand, Italy, the United States, Malaysia, Spain, Nigeria, Ireland, the Netherlands, Indonesia, Australia, Korea, and China. From separate studies, the United States represents the majority of studies about employee engagement and organizational

performance by up to 20 percent, followed by the UK at 14 %, China and India at 11 % each, and Spain at 11 %. Ireland and the Netherlands account for 6% each, and finally Israel, South Africa, Thailand, Italy, Malaysia, Nigeria, Indonesia, Australia, and Korea with 3% each. Based on these data, it was found that very little data was obtained, especially in Asian countries. Therefore, studying in Southeast Asia is an opportunity for the future.
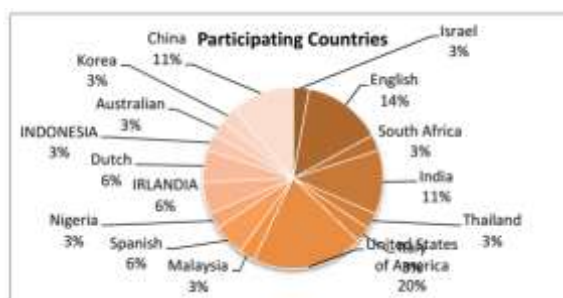

Fig. 4: Participating Countries

4.4 Research Question 4: What are the types of Employee Engagement Research Categories?

Figure 5 shows different categories of selected studies, such as the individual level, which reached the highest percentage of 74% [2], [21],[22], [36],[37], [38], [39],[40],[41],[42],[43], [44], [45],[46],[47],[48], [49],[50],[51],[52], [53],[54],[55] and the command level [17], [50],[54],[55];
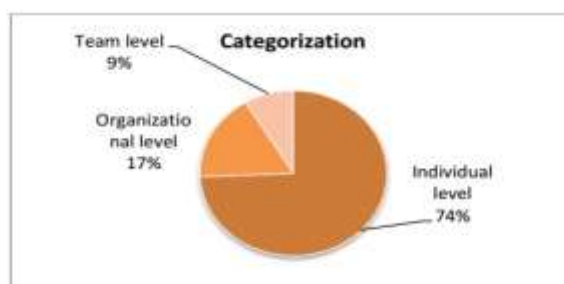

Fig. 5: Categorization

Employee engagement is important because the better employee engagement, the better performance. Very few employees have a sense of belonging without good employee engagement, and they want to use their full potential to participate in the promotion of their career, which affects their performance [53],[62],[66]. In addition, it is based on an individual, group, or organizational level, which is reflected in specific goals following each level [63]. Based on this description, six main categories have been created, taking into account the type and level of effectiveness, e.g., the

effectiveness of the process at the individual level, the effectiveness of the process at the team level, performance at the organizational level, and the results of activities at the personal level. Team-level performance and organizational level reflected the performance at the workplace. Jobs that provide challenges are not all tasks that are planned and resolved as the challenge for employees to quickly make decisions and prioritize the organization's interests in the first place [21], [35], [37].

4.5 Research Question 5: What Year was the Article Published?

To analyse the years of publication of the selected studies, Figure 6 shows the distribution of research and the year of publication. This indicates that the range of years for the journal of selected studies is between 2010 – 2022. The largest number of studies were conducted in 2013, 2014, and 2016 (n = 5), and then in 2011 (n = 4). In addition, an equal number of studies (n = 3) appeared in 2010, 2012, 2015, 2017 and 2018. The fewest studies have been collected since 2019 (n=1).
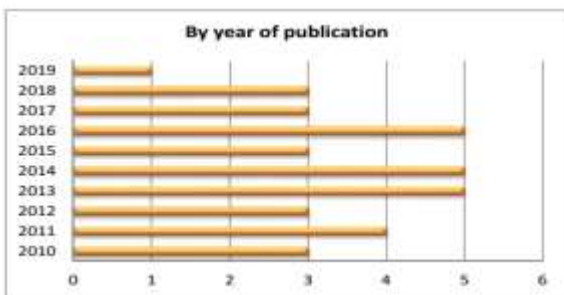

Fig. 6: The year of publication

Eldor & Vigoda-Gadot, 10] have studied Psychological empowerment and psychological consent, Shuck & Wollard [64] three different levels: (a) cognition, (b) emotional, and (c) behavioral, Shuck et al. [36] suitability for work, affective attachment and psychological climate. Other scholars, Rothmann & Rothmann Jr., [39] have Psychological significance and psychological accessibility. Shuck et al. [36] reported on the behaviors, psychological states or motivations, or personality traits followed by Shuck et al. [36] with the topic of environment, employee leader, and personality. Gunlu [4] also followed the studies by taking the case of employee satisfaction with Chandani et al. in the case of employee retention and performance.

West & Dawson,[65] Involving employees in their work and organization is a factor in work performance, collaborating with Anitha[2] on studying employee performance. This trend is also

followed by Sun & Bunchapattanasakda, which identified the organizational indicators [57]. Work performance is also reviewed by Alessandri et al. [22], followed by Bal & De Lange [41] in doing the work. Dalal et al. [42] also pay attention to job satisfaction, followed by Suan & Nasrudin [43] on supervisor support. Lorente et al. [44] also work with Karatepe & Olugbade [45] on high-performance work. Yalabik et al. [46] studied the employee's intention to leave.

Other researchers such as Myrden & Kelloway [47] have conceptualized quality, satisfaction, and loyalty. It was followed by Freeney & Fellenz [50] on supervisory roles and Steffens et al. about the supervisory role [60]. Tims et al. [25] have brought the study about Job satisfaction and reduction of fatigue which was expanded by Farndale et al. [58] about positive behavior. In addition, Gorgievski et al. [29] expanded our knowledge by taking the performance topic, followed by Lazauskaite-Zabielske et al. [49]. Suharto & Brien [61] and Benn et al. [59] also take employee performance, together with Kapil & Rastogi [51] and Kim and Koo [52]. Finally, Alfes et al. [53] have taken the Organizational support, which was then expanded by Zhong et al. [54] on organizational support, as well as Lin et al. [55] on coaching supervisors.

Table 4. The effect of employee engagement on performance

Variable	p value	Description
Employee engagement -> performance	p < 0.01[2],[29] [36],[39],[49],[56],[52],[61]	Significant
	p < 0.05[33],[44],[45],[54]	Significant

5 Conclusion

From the studies above, we can conclude that several studies have shown a significant relationship between employee engagement and performance in studies of employee engagement and organizational performance. Most studies that focus on the relationship between engagement and performance about the performance of tasks or roles are defined as results or behaviors that directly or indirectly contribute to organizational performance. As rightly noted, it is intuitive to know what good performance means at work, however, it may be less clear what behavior occurs when an employee manifests himself well. Since a mismatch is detected, a high level of process performance may or may not be

compatible with high production performance. For this reason, it is important to review the performance of employees' services, focusing on the existence of workers so that the recognition of their presence improves and improves the quality of their services and supervision.

The findings of this study include employee engagement and organizational performance, which fall into nine categories, including PsyCap, job fit, internal communication, commitment, motivation, personality, employee satisfaction, retention, and performance. Meanwhile, most research sources have come from the United States that studies the relationship between employee engagement and organizational performance, followed by England, China, and India, Spain. Other countries, such as Ireland and the Netherlands and Israel, South Africa, Thailand, Italy, Malaysia, Nigeria, Indonesia, Australia, and Korea, have their contributions. Based on the categorization study approach, most researchers studied the impact of employee engagement and organizational performance. In addition, most of them are included in selected study categories such as individual level, organizational level, and team level. Meanwhile, based on the year of publication of the above study, it was found that it was mostly done in 2013, 2014 and 2016. The limitation of this study is that this study is limited to subjects that discuss the impact of employee engagement and organizational performance.

Our research results also provide several recommendations. Although organizational performance is at the heart of performance management, individual or employee engagement depends to a large extent on all organizational policies, practices, and characteristics of organizational design. In addition, during the current Covid pandemic, jobs are difficult, not all work is done as planned, and problems arise, now, it is a challenge for employees to quickly make decisions and prioritize the interests of the organization in the first place, it requires a comprehensive process. This integrated approach is a constructive approach to strategic human resource management, which states that to achieve organizational goals, a model of personnel management activities is necessary, as opposed to a single movement.

Therefore, more research is needed to explain how resources dedicated to employee engagement are spent and how companies should manage the process of attracting employees to create an organizational performance.

5.1 Limitations and Further Study

In this systematic review, weaknesses were still identified in the assessment of innovative associations with the organizational performance indicators. Firstly, in this systematic review, only a small sample size was carried out; therefore, the results of this study still need a larger sample size to get a more general explanation and in detail. Therefore, further studies should be able to add more samples of the number of subjects. This will stimulate future research in relevant areas for better outcomes and increase the priorities of participating countries, especially Southeast Asian countries such as Indonesia and Malaysia. Secondly, a limited number of databases has been considered another limitation. Thus, increasing the number of databases to collect more research will make it possible to describe other important studies related to this field.

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-Nurul Imani Kurniawati is the main author of this article and also plays a role in analyzing the statistical data generated in this study.

-Edy Raharja is an expert in the field of research management, he is very helpful in providing input and input in this research so that it can produce quality research.

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