



Impact of Employee Engagement on Employee Performance: Systematic Literature Review

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Abstract

This systematic literature review (SLR) aims to analyze and synthesize empirical evidence on the effect of employee engagement on employee performance. Through a systematic search of relevant databases and sources, this research identifies and evaluates studies that examine the relationship between dimensions of engagement (such as vigor, dedication, and absorption) and various indicators of employee performance (e.g., productivity, work quality, innovation, and contextual work behaviors). This synthesis of findings from critically analyzed studies provides a comprehensive understanding of the strength and direction of the relationship between employee engagement and employee performance, identifies relevant moderating and mediating factors, and highlights theoretical and practical implications for human resource management and organizational development. The results of this SLR are expected to provide a strong scientific foundation for organizations in designing and implementing strategies to improve employee engagement to drive superior employee performance.

Keywords: *Employee Engagement*

Abstrak

Tinjauan literatur sistematis (SLR) ini bertujuan untuk menganalisis dan mensintesis bukti empiris tentang pengaruh keterlibatan karyawan terhadap kinerja karyawan. Melalui pencarian sistematis database dan sumber yang relevan, penelitian ini mengidentifikasi dan mengevaluasi studi yang meneliti hubungan antara dimensi keterlibatan (seperti semangat, dedikasi, dan penyerapan) dan berbagai indikator kinerja karyawan (misalnya, produktivitas, kualitas kerja, inovasi, dan perilaku kerja kontekstual). Sintesis temuan dari studi yang dianalisis secara kritis ini memberikan pemahaman yang komprehensif tentang kekuatan dan arah hubungan antara keterlibatan karyawan dan kinerja karyawan, mengidentifikasi faktor moderasi dan mediasi yang relevan, dan menyoroti implikasi teoretis dan praktis untuk manajemen sumber daya manusia dan pengembangan organisasi. Hasil SLR ini diharapkan dapat memberikan landasan ilmiah yang kuat bagi organisasi dalam merancang dan menerapkan strategi untuk meningkatkan keterlibatan karyawan untuk mendorong kinerja karyawan yang unggul.



Kata kunci: *Keterlibatan Karyawan*

Introduction

Due to the growth of infrastructure managed by both the public and private sectors, construction companies now operate either alone or in tandem on projects. The company's current focus is undoubtedly on the competition and collaboration between construction companies in managing both large-scale and small-scale development projects. Human resources are one of the elements that help a contractor company's project succeed (Alifia & Iryanti, 2023).

Human resources are an important asset that a company must have. If companies have high-quality human resources, they will be more competitive, which has an impact on improving the company's performance (Noviardy & Aliya, 2020). The success of an organization is highly determined by the human element in its company. Effective and efficient control of human resources will result in optimal performance from the company, both in terms of income and expenses. One of the factors that affect the success rate of a company is employee performance (Kustya & Nugraheni, 2020).

The performance of a company is very closely related to the quality of work done by its employees, so the company is always under pressure to improve and increase the productivity of its employees. An employee's performance can be calculated from their achievements over a specific period of time related to their work, either personally or organizationally. In other words, an employee's performance can be calculated from the reportable work results or the performance of an employee (Gentari et al., 2023) Because each employee plays an important role in planning, organizing, implementing, and controlling various cross-functional strategies to achieve the vision, mission, and goals that have been set, the company must consistently and continuously improve the performance of its employees (Trisnaning Cahyandani, 2021)

An organization's success is greatly impacted by its employees' work habits. Every organization or business will constantly work to improve employee productivity so that the company's goals can be met. It is difficult to manage employees that have high productivity for the organization since there are many factors that must be contributed by employees (Sucahyowati & Hendrawan, 2020). If the employee's performance is poor, the results produced do not meet the standards and will have an impact on the company's success (Letsoin & Ratnasari, 2020).

Most people believe that employee attachment can improve employee performance because employee attachment is a state in which members of an organization carry out their job roles, work, and express themselves physically (the energy that employees expend while doing their work), cognitive (employees' desires about the organization, leaders, and working conditions in the organization) and physically (Wicaksono & Rahmawati, 2020)



Employee engagement In recent years, it has become a subject that is often discussed and measured. Employee engagement occurs when employees have an emotional commitment to a company. Businesses that have a high level of employee engagement will be demonstrated by their employees working for career achievement and higher salaries, according to Amanda (2023)'s research.

Employee engagement is very closely related to employee performance, in achieving operational success, employee engagement or employee involvement is one of the main factors that affect employee performance. A high level of employee engagement can increase employee productivity, commitment, and loyalty to the company, which ultimately contributes to the achievement of strategic goals (Jely Aulia Zahraa, 2025)

Theoretical Review **Employee Engagement**

Work attachment is considered an important behavior that can show how important employees consider their work. Additionally, work attachment can show the extent to which employees are willing to do what they do to achieve the expected goals of their job. Work focus, energy, and absorption are important elements of work attachment (Pitaloka & Putri, 2021)

Katili et al. (Katili et al., 2021) describes employee engagement as the extent to which an employee is able to fully engage in his or her work and is committed to achieving organizational goals by giving his or her best performance, as well as expressing himself physically and emotionally to his or her work. Engaged employees will demonstrate a positive, optimistic, energetic, and focused emotional connection.

Employees who feel involved in their work will show a positive and work-based mindset, which is characterized by enthusiasm that is able to reduce the tendency to make mistakes at work. In addition, employees involved in their work will be better prepared to learn new things so that they can develop the innovations and skills necessary to achieve the desired level of success (Denta Umihastanti, 2022)

If important situations are discussed together by members of the organization, such as their personal interests and needs, work engagement will increase. If these needs can be met, members will be more committed to the organization (Marimin & Santoso, 2020)

Worker commitment, curiosity and enthusiasm to improve efforts, work hard with every problem, exceed expectations, and be brave. Employee engagement is significant. Bonded employees also known as bonded employees are valuable business assets, regardless of low labor turnover to high productivity (Noviardy & Aliya, 2020) When employees engage with the company, they will show a positive attitude towards it by being committed and dedicated to achieving the company's goals with high enthusiasm (Fauzya & Chaniago, 2022).



Dimensi Employee Engagement

According to Robertson-Smith and Markwick (2009), there are three levels of trust that an employee has in the company:

1. Engaged employees work with passion and create a sense of attachment to their company. They will continue to develop new ideas to help the company grow.
2. Uninvolved (disengaged): Employees concentrate on completing assigned tasks without considering the company's goals. They often wait for orders and feel that their contributions are being ignored. In going about their workdays, they are like sleepwalkers, spending time without passion or enthusiasm for work.
3. Employees who actively disengage are those who spend time showing their dislike for the company. They only see the bad side of all the things they face. His attitude sometimes affects the employees involved.

By considering various definitions and previous explanations, it can be concluded that employee engagement is a form of employee statement of their work beyond what the organization expects. Employees who are engaged and enthusiastic about their work will care about the future of the company and are ready to invest their best work in the success of the organization they work for (Noviardy and Aliya 2020).

Research Method

The SLR method is a method that uses the process of interpreting, analyzing, evaluating and identifying some previously existing *research* (Solihah, 2023). Future researchers will *review* articles that have a relationship with the digitization of business processes, product innovation, and competitive advantage.

The SLR method will identify several journals systematically with several stages that have been determined by the researcher. Researchers use the *Publish or Perish* ver 8 tool with the source of the article used, namely *google scholar*. Searching for related articles is also done manually to support the search results to be more relevant to the variables being searched.

Articles that have been found through manual searches or using tools are then analyzed and filtered before being used and examined further. The article selection procedure, taken from the *Publish or Perish* ver 8 tool, is based on the year of publication of the article, the *source* or source of the journal to ensure that the article is published from a clear and reliable source, then the next selection is the availability of the *document url* and the *type of document* provided such as html, pdf, or possibly *citation*. The last process in selecting articles used in this SLR is related to whether or not the content contained in the article is relevant, because considering the *tools* available has the possibility of providing search results that are relevant to what is intended.

Relevant articles will be discussed further in the results and discussion section, both articles found through the *Publish or Perish* search and articles



found by manual search. The results of the *review* of these articles will then be concluded in the conclusion section at the end of this *systematic literature review* to find out how many articles can support the statement that product innovation and business process digitization have an impact on competitive advantage.

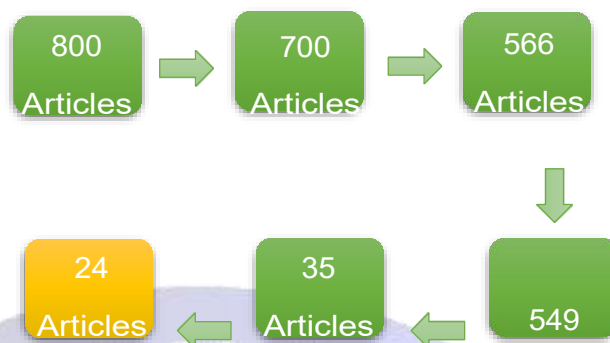
Results and Discussion

Any keywords that have been searched in the *Publish or Perish ver 8 tool* will be reviewed in this section. This literature review procedure excludes literature that does not match the inclusion requirements outlined in the exclusion criteria. The following inclusion and exclusion criteria are presented in Table 4.1

Table 4.1. Inclusion & Exclusion Criteria

Inclusion	Exclusion
Literature published between 2019 - 2025	Literature published before 2019
Literature published by a clear publisher (<i>source</i>)	Literature that is published but does not have a clear publisher (<i>source</i>)
Literature that clearly contains the source url	Literature that does not contain the source url
Literature with document type pdf, HTML, and citations	Literature with document types that do not meet the inclusion criteria (<i>pdf, HTML, and citations</i>)
Literature that has relevance, similarity, and attachment to the keywords searched.	Literature that has no correspondence, similarity, attachment to the searched keywords

The key sentence search results use the *Publish or Perish ver 8 tool* with the key sentence: the effect of employee engagement on employee performance. The amount of literature obtained is as follows:



Based on the results of the search for related literature that has been described in the *follow chart* above, it is known that the final result of searching for key sentences using the Publish or Perish tool is as many as 22 related articles. The search results are 800 articles and then sorted into 22 articles that have suitability and relevance between the effect of digitalization on the company's business processes on competitive advantage.

The literacy uses different research methods and research objects. In the selection process, several other variables were found that are similar to employee engagement as mediator to improve motivation, employee relationship, employee well-being, and so on. However, the variables used in the literature do not examine or examine the relationship of these variables to competitive advantage so that they cannot be selected and used as references in this *systematic literature review*.

Table 4.1. Meta data of search results

Key Sentence	Using Publish or Perish Tools Ver.8
The effect of employee engagement on employee performance	24 literature
	24 literature

In table 4.2 above, the amount of literature that will be used in the preparation of this SLR has been presented, namely 22 literature obtained using the Publish or Perish Ver 8 tool, so that the total literature to be reviewed in this *systematic literature review* is 22 literature.

The next stage in the process of preparing this SLR is to review each literature that will be used. Table 4.3 below is a table that will explain each content of the article used.



Table 4.3 Research Details and Results from selected literature

No.	Article Title	Author, Year, Country	Research Methods	Research Results
1	Analisis Deskripsi Pengaruh Work Engagement Terhadap Kinerja Karyawan	(Qodariah, 2019) Indonesia	Quantitative Methods	Significant
2	Pengaruh Employee Engagement dan Komitmen Organisasi Terhadap Kinerja Karyawan di Bidang Perkebunan Kelapa Sawit	(Noviardy & Aliya, 2020) Indonesia	Quantitative Methods	Significant
3	Analisis Pengaruh Kepuasan Kerja, Komitmen Organisasi, dan Keterlibatan Kerja Pada Kinerja Karyawan Bank Muamalat Surakarta	(Marimin & Santoso, 2020) Indonesia	Quantitative Methods	Significant
4	Pengaruh Employee Engagement Terhadap Kinerja Karyawan Direktorat Sistem Informasi dan Transformasi Digital Institut Pertanian Bogor	(Wicaksono & Rahmawati, 2020) Indonesia	Quantitative Methods	Significant
5	Analisis Pengaruh Work Engagement dan Kepemimpinan Terhadap Kinerja Karyawan Melalui Komitmen Organisional Sebagai Variabel Intervening (Studi Pada Kantor Pusat PDAM Tirta Moedal Kota Semarang)	(Kustya & Nugraheni, 2020) Indonesia	Quantitative Methods	Significant
6	Pengaruh Keterlibatan Karyawan, Loyalitas Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan	(Letsoin & Ratnasari, 2020) Indonesia	Quantitative Methods	Insignificant
7	Pengaruh Employee Engagement Terhadap Kinerja Karyawan Pada PT MK Semarang	(Suchayowati & Hendrawan, 2020) Indonesia	Qualitative Methods	Significant



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No.	Article Title	Author, Year, Country	Research Methods	Research Results
8	Pengaruh Employee Engagement dan Kepuasan Kerja terhadap Kinerja Karyawan pada Perusahaan Telekomunikasi	(Wardani & Wulansari, 2021) Indonesia	Quantitative Methods	Significant
9	The Effects of Leaderships Styles, Work-Life Balance, and Employee Engagement on Employee Performance	(Katili et al., 2021) Indonesia	Quantitative Methods	Significant
10	Pengaruh Kepemimpinan Transformasional Dan Employee Engagement Terhadap Kinerja Karyawan Pt. Taspen (Persero) Kantor Cabang Utama Surabaya	(Trisnaning Cahyandani, 2021) Indonesia	Quantitative Methods	Significant
11	The Impact of Employee Engagement and Organizational Commitment on Employee Performance	(Pitaloka & Putri, 2021) Indonesia	Quantitative Methods	Significant
12	Pengaruh Employee Engagement Dan Employee Satisfaction Terhadap Kinerja Karyawan	(Rahmadani & Kurniawati, 2022) Indonesia	Quantitative Methods	Significant
13	Pengaruh Employee Engagement Terhadap Employee Performance (Studi Kasus pada PT XYZ Bandung)	(Fauzya & Chaniago, 2022) Indonesia	Quantitative methods	Significant
14	Pengaruh dukungan organisasi dan employee engagement terhadap kinerja pegawai badan kepegawaian daerah	(Denta Umihastanti, 2022) Indonesia	Quantitative Methods	Significant
15	Pengaruh Employee Relations dan Employee Engagement Terhadap Kinerja Pegawai di RSUD Dr. R.M.	(Septina et al., 2022) Indonesia	Quantitative Methods	Significant



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No.	Article Title	Author, Year, Country	Research Methods	Research Results
	Djoelham Binjai, Sumatera Utara			
16	Pengaruh Budaya Organisasi , Kepuasan Kerja dan Employee Engagement Terhadap Kinerja Pegawai pada UPTD Pengelolaan Prasarana Perhubungan Cilegon	(Gentari et al., 2023) Indonesia	Quantitative Methods	Significant
17	The Effect of Work Life Balance and Employee Engagement on Employee Performance of PT Duta Jaya Teknik Surabaya	(Alifia & Iryanti, 2023) Indonesia	Quantitative Methods	Significant
18	Analisis Faktor Employee Engagement terhadap Kinerja Karyawan di PT Sinkona Indonesia Lestari	(Amanda Savitri et al., 2023) Indonesia	Quantitative Methods	Significant
19	The Effect of Employee Engagement on Employee Performance in Private Agencies : The Moderation Influence of Employee ' s Generational Characteristics	(Foci et al., 2024) Indonesia	Quantitative Methods	Significant
20	Pengaruh Employee Engagemen, Beban Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Moderasi	(Kurniawan & Kusumawar dani, 2024) Indonesia	Quantitative Methods	Significant
21	Effect of Employee Engagement on Job Performance Case of Tibebe Ghion Specialized Hospital	(Eseye, 2024) I	Quantitative Methods	Significant
22	Pengaruh Motivasi Kerja Dan Employee Engagement Terhadap Kinerja Karyawan PT. Xyz	(Jely Aulia Zahraa, 2025) Indonesia	Quantitative Methods	Significant



No.	Article Title	Author, Year, Country	Research Methods	Research Results
23	Peran Self Efficacy Dalam Meningkatkan Work Life Balance, Work Engagement, Terhadap Kinerja Pegawai	(Affandi & Sutianingsih, 2023)	Quantitative Methods	Significant
24	THE ROLE OF EMPLOYEE ENGAGEMENT ON THE INFLUENCE OF WOMEN'S LEADERSHIP AND DISCIPLINE ON EMPLOYEE PERFORMANCE	(Sutianingsih, 2023)	Quantitative Methods	Significant

Effect of employee engagement on employee performance

Employee engagement has a significant influence on employee performance. Employees who feel connected and engaged with their work and organization tend to show higher levels of productivity. They have intrinsic motivation to give their best, are more proactive in finding solutions, and have a greater sense of ownership of their work. High engagement also correlates with lower absenteeism rates and a desire to stay longer in the company, which ultimately contributes to overall organizational stability and performance.

Furthermore, actively engaged employees are not only focused on fulfilling routine tasks, but are also more likely to exceed expectations. They are more innovative, contribute new ideas, and have a stronger commitment to organizational goals. A work environment that supports employee engagement, through effective communication, recognition of contributions, and development opportunities, will create a positive cycle where increased engagement drives better performance, which in turn strengthens employee attachment to the organization.

Conclusion

To conclude, employee engagement has a crucial influence on employee performance. Employees who feel emotionally and intellectually connected to their work and organization show significant improvements in motivation, productivity, work quality, and innovation. Furthermore, high engagement is positively correlated with better employee retention and reduced absenteeism, which overall contributes to the continuous improvement of organizational performance. Therefore, organizations need to prioritize strategies to build and maintain employee engagement as a strategic investment in achieving competitive advantage.



Suggestions for future research

In the writing, preparation, and review methods used, the author realizes that there are still things that are considered lacking. In order to support the development of science, especially related to the influence of employee engagement on employee performance in a company, then the authors provide some input for further research so that it is maximized and reaches more complex variables, the suggestions given are as follows:

1. There are many more variables associated with employee engagement such as employee work life balance, employee environment in organizational, and AI-based employee performance.
2. Conduct more quantitative research on the effect of employee engagement on employee performance because quantitative research will be considered stronger if used as a reference in *systematic literature review* type research.
3. Using literature sourced from international journals for a wider range of research.

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