

Determinants of Employee Engagement and Productivity: An Analysis of Work Motivation, Competence, Compensation and Transactional Leadership

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ABSTRACT

This scientific article aims to show that the variables in the field of human resources offered in this scientific article reinforce through the existing review literature, by looking at and presented in a result of the author's perspective. The recommendation of this scientific article is that it can be continued in this variable can be used by other researchers together into one variable in a research result.

INTRODUCTION

Important assets in an organization or company are people, people here as employees, the importance of employees here making a positive contribution to the organization or company. Employees' personal targets other than performance can contribute to company productivity. In accordance with the article belonging to (Feng & Savani, 2020) that men are better at productivity than women, seeing there is also a scientific article according to (Kale et al., 2019) stating that Employees encounter additional job risks created by financial leverage, can increase overall productivity thereby reducing risk or, if the labor market offers job opportunities beyond the appropriate one, exit the company. According to his scientific (Aly, 2022) (Aly, 2022) states that specifically the existence of digital changes is a concern for economic practitioners and the government regarding the change can be influencing, among others, the pace of economic development, the rate of labor absorption and labor productivity. Regarding productivity directly derived from several scientific articles

The employee's work productivity is related to work motivation, it is true that it can contribute to the company to achieve targets, there is a statement from a scientific article about motivation in a way internal for employees (Furnham et al., 1999) the human condition to be clean with the role of motivator. There is also from the ilmiah article stating intrinsic motivation of employees directly there is a positive influence with performance (Çetin & Aşkun, 2018), in addition to scientific articles stating that motivation according to a case study from (Green et al., 2017) states employees are engaged based on organizational performance so that employees are motivated. There is a scientific article from (Al-Musadieq et al., 2018) regarding work motivation to increase employee performance and increase organizational productivity. The description of the literature on motivation provides a reinforcement for the motivational variables in continuing this scientific article.

Work motivation and compensation side by side are in line with the statement from (*Maslow's Hierarchy*, 2015), stating that compensation is a motivating factor being in Herzberg's theory, compensation is one of the nurturing factors, this shows that compensation is an important factor in the management of HR, there are also those who state in his scientific article Compensation in the form of non-physical finance is a motivator or encourages morale so that employees work with high morale (Indrastuti, 2020). The description above illustrates that compensation in a company is important to spur employees and to work to achieve company targets.

Employee engagement comes from scientific science that has existed since laporan which states that a possible approach will link employee engagement and empowerment with leadership and measurement i.e. the best guarantor of success (Townsend & Gebhardt, 2008), regarding employee engagement there is a state that employee involvement as a machine so that the

movement of talent management draws its resilience from the effectiveness of various environmental factors from within and out of organization (Kaliannan & Adjovu, 2015). The attachment of this employee to the company is an absolute thing especially after the employee is declared an employee by providing a job description and carrying out the job description in accordance with a given.

Motivasi for employees is needed, attachment, and also requires the competence that employees have, these competencies are owned to be used by the company in carrying out work or related with external parties of the company. There are many types of competencies according to the field you want to pursue. According to the scientific article (Skorková, 2016) Competence is used in the field of human resources in order to process for Human resources and willingness to support change or the ability to learn quickly, In line with statement by (Römgens et al., 2020) states that competence relates to how employees have six dimensions, namely mastery of discipline-specific knowledge, general transferable skills, emotional regulation, career development skills, self-management skills, and self-efficacy.

The leader brings his employees to the condition of obeying orders and carrying out work, one of the types of leadership is transactional leadership, where transactional leadership is the culmination of the exchange of actions and rewards related to tasks between followers and leaders, and, leadership transformational emphasizes the orientation of people by aligning the needs of followers with organizational tasks and goals (higher) (Bass, 1990), other statements of transformational and transactional superior behavior mediate the relationship between the political skills of the leader (Ewen et al., 2013), as well as transformational and transactional leadership effective to motivate employees to commit to the goals of the IDE program (Deichmann & Stam, 2015).

The purpose of this article is to reveal and expand each variable in the literature review to provide an overview and see the relationship between variables, by looking at and being presented in a result of the author's perspective.

THEORETICAL REVIEW

Motivation

Motivation according to (Herzberg, 1968) is the recognition of achievements that are translated into direct feedback in the form of responsibility into self-regulation, in addition to the authority to communicate, the exercise of vision of resources and accountability; while progress and growth are interpreted into the dynamics of new learning centers leading to new skills, in addition motivation in the company is innovation (Afsar & Umrani, 2020). Employee motivation must be maintained so that employee performance does not decline and can contribute to the progress of the company. (Setyawati et al., 2022)

Employee Engagement

(J., 2014) states that employee engagement is a list of commitments and engagements that employees get to the organization and its values, pthere is a time when individual employees are involved, he realizes his responsibility in business goals and motivates his colleagues together, for the success of organizational goals. (Susanto & Sawitri, 2023) Employee engagement can prevent potential employee turnover within the company, in employee engagement will generally increase employee loyalty.

Productivity

Productivity describes the performance achievement of output quantities resulting from performance behavior as well as contextual factors and external opportunities (Zhang et al., 2020). (Kadian, 2010 states that the productivity of the employee indicates on the quantity of time the individual is physically present in the work and also the degree to which he is mentally present or functions efficiently when present at a job . (Nuraeni et al., 2022) Employee productivity can increase depending on the leadership style of a manager to motivate and evaluate employee performance.

Competence

(Skorková, 2016) states that competence is a tradition of employee refinement based on the recruitment of people who can do the entire job and HRM specialists are focused on technical knowledge. (Thamrin AR et al., 2022) Competence will make it easier for employees to be able to carry out tasks in their work and to improve work skills. (Susanto et al., 2020) The competence of an employee can increase the productivity of the company and can improve the technical ability to carry out tasks.

Transactional Leadership

According to (Bass & Stogdill, 1990) transactional leadership is the exchange of actions and rewarding tasks between followers and leaders. Instead, transformational leadership emphasizes the orientation of people by aligning the needs of followers with the tasks and goals of the organization. (Susanto & Sawitri, 2023) Leadership transformation will develop a member's potential to become a leader who has a goal to succeed the vision of the organisation together with other members.

Compensation

Compensation according to (Mahmudah Enny W, .) is something that karyawan brings as receipt of abag of his donation to the company, including gaji, the provision of allowances , facilities that employees can enjoy both in the form of money and those that are not. Compensation is given to foster employee motivation, with compensation employees will feel there is justice (Henokh Parmenas, 2022). (Susanto, 2022) Compensation is given as an

incentive to employees so that employees can work well and increase their work productivity.

METHODOLOGY

A scientific article uses a qualitative method with a literature review of dozens of scientific articles derived from internationally reputable journals relating to the variables present in this article. To get the results of perspectives and recommendations given by the author from the results of the opposition from the review of articles related to variables. It will be divided in two tables below for the article review process.

Table 1. Distribution of Journals and Publishers

Number	Article Name	Writer	Journal	Publisher	Year
1.	Employee engagement-completely	(Townsend & Gebhardt, 2008)	HUMAN RESOURCE MANAGEMENT INTERNATIONAL DIGEST VOL. 16 NO. 3 2008, pp. 22-24	Emerald Group Publishing Limited	2008
2.	Effective employee engagement and organizational success: a case study	(Kalianna & Adjovu, 2015)	Procedia - Social and Behavioral Sciences 172 (2015) 161 - 168	Emerald Group Publishing Limited	2015
3.	Competing through employees engagement: a proposed Framework	(Al Mehrzi & Singh, 2016)	International Journal of Productivity and Performance Management Vol. 65 No. 6, 2016 pp. 831-843	Emerald Group Publishing Limited	2016
4.	Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment	(Hanaysha, 2016)	Procedia - Social and Behavioral Sciences 229 (2016) 289 - 297	Elsevier Ltd	2016
5.	Employee engagement: what's your strategy?	(Matthews, 2018)	STRATEGIC HR REVIEW VOL. 17 NO. 3 2018, pp. 150-154	Emerald Group Publishing Limited	2018
6.	Employee engagement: Do	(Bailey, 2022)	Human Resource Management Review xxx	Elsevier Inc.	2022

	practitioners care what academics have to say - And should they?		(2016) xxx-xxx		
7.	Personality and work motivation	(Furnham et al., 1999)	Personality and Individual 26 (1999) 1035-1043	Elsevier Science Ltd	1999
8.	The effect of occupational Self-efficacy on work performance Through Intrinsic Work Motivation	(Çetin & Aşkun, 2018)	Management Research Review Vol. 41 No. 2, 2018pp. 186-201	Emerald Group Publishing Limited	2018
9.	The energizing nature of work engagement: Toward a new need-based theory of work motivation	(Green et al., 2017)	Research in Organizational Behavior xxx (2017) xxx-xxx	Elsevier Ltd	2017
10.	Moderating effect of organizational citizenship Behavior on the effect of organizational commitment, transformational leadership and Work motivation on employee performance	(Rita et al., 2018)	International Journal of Law and Management Vol.60 No.4,2018 pp. 953-964	Emerald Group Publishing Limited	2018
11.	The Effect of Work Motivation on The Employee Performance with Organization Citizenship Behavior As Intervening Variable at Bank Aceh Sharia	(Dharma, 2018)	Emerald Reach Proceedings Series Vol. 1 pp. 7-12	Emerald Group Publishing Limited	2017
12.	The mediating effect of work motivation on the influence of job	(Al-Musadieq et al., 2018)	Journal of Management Development Vol. 37 No. 6, 2018pp. 452-469	Emerald Group Publishing	2018

	design and organizational culture against HR performance			Limited	
13.	"We aren't your reincarnation!" workplace motivation across X, Y and Z generations	(Mahmoud et al., 2021)	International Journal of Manpower Vol. 42 No. 1, 2021 pp. 193-209	Emerald Group Publishing Limited	2021
14.	Outside employment opportunities, employee productivity, and debt discipline	(Kale et al., 2019)	Journal of Corporate Finance xxx (2016) xxx-xxx	Elsevier B.V	2019
15.	Covid-19 created a gender gap in Perceived work productivity and Job satisfaction: implications for dual-career parents working from home	(Feng & Savani, 2020)	Gender in Management: An International Journal Vol. 35 No. 7/8, 2020 pp. 719-736	Emerald Group Publishing Limited	2020
16.	Work from home: Indonesian employees' mental well-being and productivity during the COVID-19 pandemic	(Sutarto et al., 2021)	International Journal of Workplace Health Management Vol. 14 No. 4, 2021 pp. 386-408	Emerald Group Publishing Limited	2021
17.	Digital transformation, development and productivity in developing countries: is artificial intelligence a curse or a blessing?	(Aly, 2022)	Review of Economics and Political Science Vol. 7 No. 4, 2022 pp. 238-256	Emerald Group Publishing Limited	2022
18.	The potential impact of the COVID-19 pandemic on	(Farooq & Sultana, 2022)	MEASURING BUSINESS EXCELLENCE VOL. 26 NO. 3 2022, pp. 308-325	Emerald Group Publishing	2022

	work from home and employee productivity			Limited	
19.	The impact of monetary incentives and regulatory focus on worker productivity and learning in order picking	(Sgarbossa et al., 2022)	International Journal of Operations & Production Management Vol. 42 No. 11, 2022 pp. 1793-1816	Emerald Group Publishing Limited	2022
20.	The role of competences, engagement, and devices in configuring the impact of prices in energy demand response: Findings from three smart energy pilots with households	(Christensen et al., 2020) (Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)(Feng & Savani, 2020)	Energy Policy xxx (xxxx) xxx	Elsevier Ltd	2020

21.	Adaptive marketing capabilities, dynamic capabilities, and renewal competences: The "outside vs. inside" and "static vs. dynamic" controversies in strategy	(Hunt & Madhavar am, 2020)	Industrial Marketing Management xxx (xxxx) xxx-xxx	Elsevier Inc.	2020
22.	The mediating effect of mindfulness and self-compassion on leaders' communication competence and job satisfaction	(Ramos Salazar, 2022)	Journal of Communication Management Vol. 26 No. 1, 2022 pp. 39-57	Emerald Group Publishing Limited	2022
23.	Beyond local food consumption: the impact of local food consumption experience on cultural competence, eudaimonia and behavioral intention	(Lin et al., 2022)	International Journal of Contemporary Hospitality Management Vol. 35 No. 1, 2023 pp. 137-158	Emerald Group Publishing Limited	2022
24.	Employee emotional competence and service recovery satisfaction: The mediating role of consumer forgiveness	(Umar & Saleem, 2022)	British Food Journal Vol. 124 No. 13, 2022 pp. 445-459	Emerald Group Publishing Limited	2022
25.	When background music in audiovisual advertisements can boost the perceived competence of the	(Hong et al., 2022)	Asia Pacific Journal of Marketing and Logistics	Emerald Group Publishing Limited	2022

	advertised brands – an empirical study from South Korea				
26.	STRATEGIC HUMAN RESOURCE MANAGEMENT Revised Edition	(Indrastuti, 2020)	Theory Books	UR Press Pekanbaru	2020
27.	Global Compensation and Benefits In Transaction	(MacRoberts & MacRoberts, 1986)	Compensation and Benefits Review	Sage Publication	1986
28.	Millennial Motivation Issues Related to Compensation and Benefits: Suggestions for Improved Retention	(Morrell & Abston, 2018)	Compensation & Benefits Review 00(0)	Sage Publication	2018

Table 2. Article Categories by Subject

Number	Article Name	Purpose	Findings	Recommendations
1.	Employee engagement – completely	To thrive, an organization needs to find a way to harness all available brain power. It is best done by involving people who already have deta	Employees of almost every organization I the world refer to their workplace as "my company" when they are at home. Taking advantage of a natural sense of ownership by extending trust and empowerment to all employees and giving them the means to engage in the continuous improvement of everything the organization does is in the best interest of their employers, employees, and customers	Full discussion of employee engagement from a meeting report

		iled knowled ge of the operation of the organization: salaried people		
2.	Effective employee engagement and organization al success: a case study	Explore t he strengths and weaknesses of employee engagem ent strategies impleme nted by teleco m organisati ons in Ghana	Reveals that the engagement strategy implemented by the organization has reache d a level of satisfaction	Employee engagement with organizational success
3.	Competing through employees engagement: a proposed Framework	Review theresear ch conducte d in the field of employee engagem ent and propose a conceptu al framewor k that can b e used by practition ers to engage	In parallel with literature-based analysis, an employee engagement framework was developed, describing the relationship between leaders, teams, perceived organizational support and organizational culture mediated by employee motivation	Employee Engangement with organizational culture, leaders, teams, mediated by employee motivation

		employees and motivate them towards organizational growth and sustainability		
4.	Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment	to test the effect of work engagement, organizational learning, and work environment on organizational commitment in the higher education sector	To test the effect of work engagement, organizational learning, and work environment on organizational commitment in the higher education sector	Employee Engagement with Work Environment, and Organizational Learning on Organizational Commitment
5.	Employee engagement: what's your strategy?	Is based on current practice research in organizations combined with the author's experience	This paper highlights the limitations of approaches in many organizations and proposes a series of strategic options that organizations need to make to help ensure their future approaches are more effective.	Employee engagement strategies in an organization for the future

		e and views on employee engagement activities		
6.	Employee engagement: Do practitioners care what academics have to say – And should they?	Securing high levels of employee engagement has become a dominant concern for HR practitioners globally, and the lucrative survey and consulting industry has grown around this topic	Some suggestions for strategies aimed at creating a stronger link between the interests of practitioners and academics are proposed, while keeping in mind the broader and more critical authority of academia	Employee Engagement review of sundut pandant practitioners and academics
7.	Personality and work motivation	To look for the influence between personality and work motivation	Correlational and regression analysis shows that extroverts emphasize the importance of motivational factors for them, whereas neurotics assess hygiene factors as more important to them in choosing a particular job	Work Motivation with personality with the research that has been delivered.
8.	The effect of occupational Self-efficacy on work performance	To investigate the role of occupational	The results of the multilevel analysis confirm our hypothesis by showing that occupational self-efficacy and intrinsic	Work intrinsic motivation with performance variables as mediators is

	Through Intrinsic Work Motivation	nal self-efficacy on work performance through intrinsic motivation using longitudinal analysis	motivation have a significant influential role on performance, and intrinsic motivation serves as a partial mediator in this relationship	intrinsic motivation
9.	The energizing nature of work engagement: Toward a new need-based theory of work motivation	Experiences at work that confirm the expectation of meeting the needs of employees generate a positive emotional state that gives energy, and that this energy is manifested in the behavior of employees at work	Reviews that indicate that the contextual features of the organization influence the expression of these needs, maintaining or damaging the positive emotional experiences that trigger work engagement	Work motivation as a theory used in the results of this study with work engagement
10.	Moderating effect of organizational	To test the relations	Indicates that OCB moderation has no significant effect on the	Work motivation with variables of organizational

	<p>l citizenship behavior on the effect of organizational commitment, transformational leadership and Work motivation on employee performance</p>	<p>hip between transformational leadership, organizational commitment, motivation, organizational citizenship behavior (OCB) and employee performance</p>	<p>relationship between organizational commitment, transformational leadership, work motivation and employee performance at the Regional Secretariat of Papua Province</p>	<p>commitment, transformational leadership, and employee performance</p>
11	<p>The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Sharia</p>	<p>to analyze the influence of motivation and behavior of members of the organization on the performance of PT. Bank Aceh Syariah Lhokseumawe</p>	<p>can be applied the influence of motivation from this study and that organizational citizenship behavior has a partial mediation to influence work motivation on employee performance in PT. Bank Aceh Syariah</p>	<p>The positive influence of motivation with several existing variables from the results of this study</p>
12	<p>The mediating effect of work</p>	<p>to determine the</p>	<p>Based on the results of the analysis, it can be concluded several things such as: there</p>	<p>Motivation variables with other variables</p>

	motivation on the influence of job design and organizational culture against HR performance	effect of work motivation on the influence of job design and organizational culture on the performance of human resources	is a significant direct influence of work design on the performance of human resources and work motivation; there is a significant direct influence of organizational culture on work motivation and human resource performance; and there is a significant direct influence of work motivation on the performance of human resources. There is an indirect influence of work design on the performance of human resources through mediating variables of work motivation. Meanwhile, work motivation is not the influence of organizational culture on the performance of human resources	
13	"We aren't your reincarnation!" workplace motivation across X, Y and Z generations	to test generational differences in assessing employees' overall sources of motivation in the workplace across Generation X, Generation Y, and Generation Z with	The six motivators retreat differently to the overall motivation of the employee. Generation Z is more sensitive to motivation than Generation X and Generation Y. Extrinsic regulation material is a valid source of overall work motivation only for Generation Z. Only Generation X values extrinsic-social rules as the source of overall motivation of employees. Likewise, regulations are introduced by Generation Y. Unlike Generation Z, both Generation X and Generation Y employees	Workplace motivation with generations X,Y, Z

		the goal of assisting managers in making employment decisions and retaining multigenerational staff	view regulation as a source of overall work motivation. Finally, intrinsic motivation contributes more to the overall work motivation of Generation Z employees compared to Generation X and Generation Y	
14	Outside employment opportunities, employee productivity, and debt discipline	We analyze how changing labor market conditions affect the effect of debt discipline on employee productivity	highlighting the importance of labor market conditions to the efficacy of corporate financial policies and our understanding of how these policies affect economic outcomes	Employee productivity, with outside employee opportunities, debt discipline
15	Covid-19 created a gender gap in perceived work productivity and Job satisfaction: implications for dual-career parents working from home	to examine the gender gap in work-related outcomes in the context of Covid-19. The author hypothesizes that the	It was found that before the Covid-19 pandemic, there was no gender difference in the assessment of work productivity and job satisfaction. However, during the lockdown, women reported lower work productivity and job satisfaction than men	assessment of work productivity and job satisfaction

		Covid-19 pandemic will create a gender gap in perceptions of work productivity and job satisfaction		
16	Work from home: Indonesian employees' mental well-being and productivity during the COVID-19 pandemic	to explore the extent to which employees' mental well-being affects their productivity while working from home (WFH) during the COVID-19 crisis and whether mental well-being and productivity differ across multiple	The prevalence of depression was 18.4%, anxiety 46.4% and stress 13.1%, with relatively good productivity. Gender, age, level of education, work experience, marital status, number of children and organizational traits are associated with the psychological health of employees but not with their productivity, whereas the availability of workspace affects both outcomes. The study path model shows a negative correlation between psychological well-being and productivity of WFH employees	Research on the Covid 19 period, where Work From Home, employee productivity during covid 19

		sociodemographic factors		
17.	Digital transformation, development and productivity in developing countries: is artificial intelligence a curse or a blessing?	to examine the relationship between digital transformation (as one side of the fourth revolution and AI trends) on the one hand, and economic development, labor productivity, and employment on the other	The results show a positive relationship between the digital transformation index and economic development, labor productivity, and employment	Digital transformation with workforce productivity
18.	The potential impact of the COVID-19 pandemic on work from home and employee productivity	to test the relationship between work from home (WFH) and employee productivity during the COVID-	For a negative relationship between WFH and employee productivity. The study also provides empirical evidence that gender moderates the relationship between WFH and employee productivity	Work From Home with Work Productivity

		19 pandemic		
19	The impact of monetary incentives and regulatory focus on worker productivity and learning in order picking	to investigate how learning improves the performance of order pickers, and how regulatory focus (RF) and their monetary incentives, as management actions, influence learning	Monetary incentives based on total order pickup time and pick-up errors have a positive influence on the pick up time, but not on the quality of pickup. Incentives affect initial productivity, but not learning rates. Promotion-oriented RF that predominantly increases the effect of incentives on initial productivity, but does not affect worker learning	Productivity with other variables
20	The role of competences, engagement, and devices in configuring the impact of prices in energy demand response: Findings from three smart energy pilots with households	discusses the dynamics behind price-based incentives in demand response programs that promote shifts in energy consumption time in	provide specific recommendations related to the design of effective and applicable pricing schemes that suit everyday household life	Qualitative research involving the role of competence

		households		
21	Adaptive marketing capabilities, dynamic capabilities, and renewal competences: The "outside vs. inside" and "static vs. dynamic" controversies in strategy	discusses three schools of strategic thought and two controversies by (1) explaining their nature, (2) showing how the strategies associated with them have evolved over time, and (3) pointing towards resolving controversies	Competition theory is placed in the tradition of disciplinary research. Therefore, understanding the controversy in contemporary strategy is continued by understanding both the competition theory that underlies each strategic approach and its respective research traditions	
22	The mediating effect of mindfulness and self-compassion on leaders' communication competence and job satisfaction	to test the reciprocal relationship between leader communication competence, mindfulness, self-compassion and job	indicates that communication competence serves as an antecedent of attention and self-compassion. In addition, self-compassion serves as a significant mediator between the positive relationship between communication competence and job satisfaction	Communication competence and job satisfaction

		satisfaction		
23	Beyond local food consumption: the impact of local food consumption experience on cultural competence, eudaimonia and behavioral intention	to explore the relationship between local food consumption experiences, cultural competence, eudaimonia, and behavioral intentions	shows the existence of a significant influence of the experience of local food consumption, consisting of novel, authentic, sensory and social dimensions, on cultural competence, which subsequently gives rise to eudaimonia and behavioral responses to local food. The mediating effect of cultural competence is also confirmed.	Cultural Competence with other variables
24	Employee emotional competence and service recovery satisfaction: the mediating role of consumer forgiveness	investigating the mediating role of consumer forgiving between EEC perceptions and recovery satisfaction among US cash dining consumers	The study found that perceived EEC (Employees Emotional Competences) affected service recovery satisfaction.	Employee Emotional Competence with other variables
25	When background music in	to explore whether	Consumers tend to judge a brand in audiovisual advertising to have a higher	Advertising competence as a variable in this

	audiovisual advertisements can boost the perceived competence of the advertised brands - an empirical study from South Korea	and how variations in the pitch level of background music in audiovisual ads affect consumers' assessment of the competence of the advertised brand and for which consumer groups the change in the background of the advertisement is more influential	level of competence when the brand is accompanied by low-pitched (vs. high-pitched) background music, mediated by the level of power they feel from that background music. Consumers with a holistic (vs analytical) thinking style, who are known to devote more focused attention to background information, tend to be more (vs less) susceptible to tonal changes	study
26	STRATEGIC HUMAN RESOURCE MANAGEMENT Revised Edition	CHAPTER. XIV COMPETENCE and COMPETITIVE EXCELLENCE	Competence is defined as a workforce that has knowledge, expertise, talents and positive traits that must exist in a company, so that it has a competitive advantage over the organizations of rival companies and always wins in global competition	Book writing with competence becomes one of the chapters
27	Global Compensation	The Most successful	Compensation and benefits strategies have and will	Including grand theory in HRM

	<p>n and Benefits In Transation</p>	<p>l companies mine the best thinking from their operation worldwide for effective compensation and benefits programs</p>	<p>continue to have, an important impact in the competitiveness and profitability of global corporation</p>	<p>bisang, especially Compensation</p>
<p>28 .</p>	<p>Millennial Motivation Issues Related to Compensation and Benefits: Suggestions for Improved Retention</p>	<p>to review the current empirical data on Millennials compared to previous generations and then offer suggestions for what changes could improve retention</p>	<p>shows that millennials have a slightly different attitude towards work when compared to previous generations. They are easier to change jobs and are generally less committed to their organization, with an estimated 66% of millennial employees planning to leave their current company within 5 years. This difference in work value entails a change in the current approach to compensation and benefits packages that will be more aligned with these value changes.</p>	<p>Compensation with millennial qualitative objects</p>

RESULTS

From the results of the elaboration of dozens of scientific articles from several international journals, it can be seen that there are a lot of variables in this scientific article, the number of scientific articles and research results from the variables proposed by this author certainly raises an overview and a choice that will be given recommendations or views or the perspective from the author's side with regard to the variables present in this study.

Employee engagement variables with motivation variables based on the results of articles or research from (Al Mehrzi & Singh, 2016), as well as other existing variables that have been stretched, such as (*Maslow's Hierarchy*, 2015) in the *grand theory* of motivation and alluding to compensation, but the results of some articles reviewed by the author or obtained then not all variables are Together- the same in one study or used as a research result.

DISCUSSION

The result of the review and from this scientific article is that the variables proposed by the author in this scientific article are all in the scientific articles of various journals international, with what will be discussed that there is not yet jointly the results of this research together make a research result, then it can be continued to know the conduct of Further research on the variables in this research article.

CONCLUSIONS AND RECOMMENDATIONS

This scientific article aims to show that the variables in the field of human resources offered in this scientific article reinforce through the existing review literature, by looking at and presented in a result of the author's perspective.

The recommendation of this scientific article is that it can be continued in this variable can be used by other researchers together into one variable in a research result.

FURTHER STUDY

In the results of this scientific article, it has not been made an end and can still be developed with other variables or with other theories or objects

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