



## Analysis of Work Engagement, Competence, Motivation Mediated by Resilience on Employee Performance

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### ABSTRACT

This study aims to review several articles related to employee performance which has become a phenomenon in the industry, many findings in the industry employee performance is influenced by various variables such as work engagement, competence, motivation and are mediated by resilience, this article uses a literature summary study and there are findings of several variables that are indeed related to employee performance, in this study no sample was used because there was no distribution of questionnaires to respondents.

## **INTRODUCTION**

An organization or business can reach the peak of its success when supported by human resources or a solid internal team. Human resources are the most important factor of an organization or company (Mihardja et al., 2023). In running an organization or business, HR employees with different behaviors and mindsets can lead to differences in performance. Therefore, it is necessary to plan, organize, control and evaluate employee performance, which is called performance management (Siddiqui & Sahar, 2019). Performance management is a systematic process by which an organization involves its employees in realizing the company's mission and goals. Read more about the meaning, purpose, and principles of a performance management system or a good performance management system (Ragas et al., 2017). Performance management is the process by which a manager and his employees work together to plan, monitor, and evaluate their employees' work goals or objectives to make an overall contribution to the organization or company (Cooke et al., 2020). In other words, it can also be defined as an ongoing process of setting goals, evaluating progress, and providing guidance and feedback to help each employee achieve their career goals and objectives (Assoratgoon & Kantabutra, 2023).

Performance appraisal is also known as employee appraisal, performance assessment, and performance appraisal (Piwowar-Sulej & Iqbal, 2023). Performance appraisal is the process of evaluating performance, making development plans, and communicating the results of the process to the employees themselves (Amaratunga & Baldry, 2000). Performance evaluation is the result of a systematic evaluation and is based on performance indicators in the form of input, output, result, benefit, and impact indicators (Huff-Eibl et al., 2011). Performance appraisal is the most common method used to evaluate and reward performance (Stirpe et al., 2022). Performance appraisals are conducted so that employees know what their managers expect and thus build a better understanding of each other (Rahimić et al., 2012). Performance appraisal focuses on evaluation as a process of measuring the extent to which the work of a person or group of individuals can be useful in achieving existing goals (Student et al., 2021).

Employee performance, the consistency or performance of employees has a great impact on the success of a company (Hartomo & Luturlean, 2020) . The good performance or performance of the staff is directly proportional to good results in the development of the company's business (Ruhayat et al., 2022). On the other hand, poor results also have a negative impact on the company. The results of employee performance can be seen in terms of quality, quantity, working hours, and cooperation to achieve the goals set by the company (Alfian & Afrial, 2020). All actions taken to improve the business of a

company or organization are a form of achievement, the role of employees is very important in the success or failure of the company (Nurfajar et al., 2018). In this case, the company must monitor the performance of each employee and check whether they have fulfilled their duties and responsibilities as expected (Noviansyah, 2020). This performance evaluation is very important to determine whether the company will continue to work with employees if they work well (Wau & Purwanto, 2021).

## THEORETICAL REVIEW

**X1: Work Engagement,** Working life has always been an important part of working life. This has a lot to do with the quality of human resources (Sofiyan et al., 2022). Then determine success and move on to the next step, company working life is an interesting phenomenon. Find out how much an individual contributes to the company (Shen & Ren, 2023).

How important it is for companies to pay attention to employee engagement in general, it benefits the company or organization and thus maintains employee stability (Macey & Schneider, 2008). Ability to maintain and increase employee productivity because they feel comfortable with the company they work for. This helps retain high-performing employees, who are loyal to the company or organization and contribute to the company's goals (Alkasim & Prahara, 2019).

Divide the bet into thirds Characteristics, e.g. especially employees dealing with property properties cheerful and internally stable do worker work had high hopes entrepreneurship and curiosity It is perfect for building a business to advance other features namely employee with no Dedicated people focus solely on the task at hand and work without concentration company expectations (Mariska, 2018). Employees know not optimal and less productive Contributions made to the company and capabilities and potential individually. The third feature is called. Actively terminated employees negative attitude towards anything is in the company (Muliawan, 2017). have employees bad luck and try to show. The employees don't care about the results achieved Work (Sopyan & Ahman, 2015).

**X2 Competence:** Competence is a recognized and very important part of the talent pool in the modern job market. It is becoming increasingly important to ensure that leaders have the necessary competencies, not just hard skills, to excel in their roles (Mengjun, 2018). HR's focus has shifted from simply creating teams that can get the job done to creating teams that can do the job effectively and efficiently to adequately meet company expectations (Pringgabayu,

2021). Personnel competence refers to a person's abilities and characteristics in the form of knowledge, skills, and behavioral attitudes needed to carry out their duties in their work environment (Bird, 2019).

According to (Dijkstra et al., 2021) Competencies are attitudes (a person's behavior) that indicate how well a person performs. A lot of research and research on competencies in the world of work.

The definition of competence is an ability or capacity of a person to carry out various tasks in a job. Where, this ability is determined by intellectual and physical factors (Sawitri et al., 2019).

**X3 Motivation:** Motivation becomes a set of attitudes and values that can influence individuals/groups. Morals and values in motivation are something invisible, which gives a person the impetus to behave (Siagian et al., 2023). The drive of motivation consists of two components, namely the direction of behavior (work to achieve goals), and the strength of behavior (how strong a person's effort is in working). So in essence, the meaning of motivation is the movement of the soul and human behavior to do or not do something in achieving goals. The reason why motivation is needed is so that humans can achieve more tangible things in line with their goals. Certain goals in motivation can be from what is desired or vice versa, in line research from (Yusuf, 2021);(Amir & Sallatu, 2022);(Hasibuan & Bahri, 2018).

According to (Judge et al., 2007) Motivation comes from within yourself or from your environment and grows. For example, if someone has a desire to learn, he or she directs learning activities to achieve the desired goals. Conversely, if you don't have the desire to learn, you won't get the best learning outcomes.

**Y1 Resilience:** Resilience is the ability to bounce back and recover when things don't go your way. Whether failure is due to inefficient planning or uncontrollable circumstances. Resilience is also the ability to help you overcome difficult situations, grow from less than positive experiences, and achieve your goals, in line research from (Sunyoto et al., 2022);(Bulo & Tumbuan, 2015);(Yocum & Lawson, 2019).

Resilience is the human capacity to enable at the same time, mental and physical functions remain balanced and normal, in the face of all that is abnormal and normal face all that is inconvenient and life threatening. Resilience is also a person's ability to cope and adapt For major events and problems in life Resilience, in line research from (Susanto, Soehaditama, Febrian, et al., 2023), (Susanto, Parmenas, & Tannady, 2023), (Susanto, Hidayat, Widyastuti, et al., 2023).

**Y2 Employee Performance:** An employee's performance is the result of that person performing quality work according to prescribed standards based on their assigned responsibilities. Reasons for performance review, (1). Leaders need to objectively assess past employee performance to inform future hiring decisions. (2). Managers need tools that can help them improve employee performance, work planning, career development, and improve the quality of manager-employee relationships (3). You have the ability to explain employee performance. (4). Understand scales and instrumental forms. (5). You will be motivated to consciously do the evaluation work, in line research from (Fulda et al., 2023);(Amin & Adah, 2022; Llorens et al., 2018);(Nursam, 2017).

Employee performance can be translated into how employees perform at work and achieve their goals (Riwukore et al., 2022). More specifically, employee performance includes everything related to how they work, how they collaborate with colleagues, how they solve problems, and how they achieve the goals set by the company (Rosvita et al., 2017).

In other words, employee performance is the end result of all the processes that take place in an employee's work. Employee performance is therefore of great importance to businesses as it impacts productivity, efficiency and customer satisfaction (Fahrullah, 2018).

## **METHODOLOGY**

A qualitative approach was used in this academic paper using a literature review of multiple relevant papers relevant to the variables in this academic paper. It is then explained and concluded by the author in the form of this academic paper's perspective. A scientific paper as literature is described as follows in a matrix table format.

**Table 1 Distribution Article**

Number	Authors/Tittle	Journal/Publisher
1	(Yagil et al., 2023) Mindfulness and self-efficacy enhance employee performance by reducing stress	Personality and Individual Differences / Elsevier
	Result: Sigificant	
2	(Liu et al., 2023) COVID-19 and employee job performance trajectories: The moderating effect of different sources of status	Journal of Vocational Behavior / Elsevier
	Result: Significants	
3	(Huo & Jiang, 2023a) Work-life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion	Personality and Individual Differences / Elsevier
	Result: Significants	
4	(van Triest et al., 2023) Under which circumstances are enabling control and control extensiveness related to employee performance?	Management Accounting Research/Elsevier
	Result: Significants	
5	(Abdelwahed et al., 2022) Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan	Asia Pacific Management Review / Elsevier
	Result: Significants	
6	(Gaan & Shin, 2023) Supervisor incivility and frontline employees' performance amid the COVID-19 pandemic: A	Journal of Retailing and Consumer Services / Elsevier

	multilevel moderated mediation analysis	
	Result: Significant	
7	(Fein et al., 2023) Perceptions of ethical climate and organizational justice as antecedents to employee performance: The mediating role of employees' attributions of leader effectiveness	European Management Journal / Elsevier
	Result: Significant	
8	(Maden-Eyiusta & Alten, 2023) Expansion-oriented job crafting and employee performance: A self-empowerment perspective	Heliyon / Cellpress
	Result: Significant	
9	(Qalati et al., 2022) Employee performance under transformational leadership and organizational citizenship behavior: A mediated model	European Management Journal / Elsevier
	Result: Significant	
10	(Alqudah et al., 2022) High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture	European Research on Management and Business Economics / European Research
	Result: Significant	

## **RESULTS**

Researchers concluded from some of the results of the literature above, namely, employees are one of the company's most important assets as they affect the survival of the company. Organizational forms and goals are based on different visions for the benefit of the people. In carrying out his mission, he allows himself to be led and guided by people. People therefore become a strategic element in any organizational activity. Changing business environment requires companies to understand the potential of their employees competitiveness. A highly productive employee makes the company more productive, which in turn improves the company's profits. Performance is basically, performance employees decide how they contributed a lot organizations that include crowds, among others output, output quality, output duration, workplace presence, cooperative behavior. Opportunities often underperform employees inconvenience at work and salary minimum, motivation, and deep frustration work. Employee performance is one starting point, measure your organization's reputation. How do everything related to it work, position, role, etc. Results within an organization are one form visible employees. Many factors that play a role affect performance.

## **DISCUSSION**

Employee performance refers to a wide range of activities performed by employees who are directly involved in the development of the company. Any action taken to improve the operation of a company or organization is a form of achievement. The position of employees is very important in determining the success or failure of a company. Therefore, organizations should monitor whether the duties and responsibilities of each employee are being performed as expected. This performance appraisal is very powerful in determining whether a company will continue to work with good employees. Or vice versa: Terminate or dismiss employees when their performance does not meet expectations, consistent with the researchers' study (Setyawati et al., 2022); (Susanto, Sawitri, & Suroso, 2023); (Susanto, Sawitri, Ali, et al., 2023); (Pusparani et al., 2021); (Ghani et al., 2022).

Performance is very important for companies because high performance can certainly reduce absenteeism or unemployment due to laziness. With the high performance of employees and workers, the work charged or assigned to them can be completed in a shorter or faster time. When working well, the organization benefits from a low injury rate because it is still dissatisfied with its work and automatically continues to be happy when the unemployment rate is high. Working in such a way that employees are less likely to move to other locations, high performance can reduce accident rates because qualified employees tend to work diligently and carefully to ensure that they work according to existing procedures, in line research with research (Na, 2021); (Rahimić et al., 2012); (Mishra, 2017); (Zen et al., 2023); (Iqbal et al., 2021); (Mengjun, 2018); (Huo & Jiang, 2023b).



## CONCLUSIONS AND RECOMMENDATIONS

The aim of this study is to find literature that supports the variables of this academic study and provides results that may be considered research gaps or different research interests in future studies. The recommendations of this study can be used to broaden your perspective on human resources, especially in relation to the variables presented in this article.

## FURTHER STUDY

According to this article, qualitative research should be continued using the same variables or different variables and objects to ensure updated and valid statistical results when testing between variables.

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