



Employee Performance Analysis of Employee Engagement, Resilience, Career Development and Competence

Supardi^{1*}, Doni Putra Utama²

¹Universitas Bhayangkara Jakarta Raya, Jakarta

²Politeknik Negeri Batam, Batam

Corresponding Author: Supardi supardi.tahir@gmail.com

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ABSTRACT

The purpose of this research is to review previous articles, looking for relationships between variables. This research is a literature review study that does not use data processing and there is no research sample. The findings of this study are that there is a relationship between variables seen from previous research that supports the literature review of this article, the novelty of this article is that no one has examined all the independent variables on the dependent. The number of significant articles makes the article a reference for further research and is developed quantitatively.

INTRODUCTION

In an increasing business environment competition, both domestically and globally Companies are now trying to Identify creative compensation strategies are linked directly to improving organizational performance. This case Encourages paradigm shifts Traditional organizations are becoming modern. Status This must be fully aware and prepared proportionately. This preparation mainly involves human resource quality factors and appropriate qualifications. Human Resources is one of the available resources in a company in addition to resources other things such as capital, materials, and machinery (Susanto, Syailendra, et al., 2023):(Candra Susanto et al., 2023).

According to (Setyawati et al., 2022) Employee performance is an integral part of the scope of the organization, the company, and all its stakeholders. Employee performance also plays an important role as a standard in evaluating employee quality to maintain the productivity of all employees working in the company. If an employee's performance is considered good, that employee is entitled to receive appreciation or other forms of reward from the company.

Companies need to be aware of employee performance problems and the factors that cause them. Because employees are assets and their performance contributes to company goals. Companies that do not maintain or manage employee performance may experience non-compliance and gaps in employee performance, which may hinder the company's growth to achieve goals (Safitri, 2019);(Lestary & Harmon, 2017).

In addition to serving several purposes, employee performance reviews also have important benefits. The first benefit of employee performance is that they can provide information or data related to work results. Additionally, this review is also helpful to avoid misunderstandings or misunderstandings about the quality of work expected by the company. Other benefits are that it can increase employee productivity, appreciate their contributions to the company, and create good two-way communication between employees and managers (Pauzi et al., 2022);(Ansori & Ali, 2015).

Employee performance greatly affects the success of a company. Good employee performance will lead to good results in the company's business development. Conversely, poor employee performance will also have a negative impact on the company's success. Employee work performance can be evaluated in terms of quality, quantity, working time as well as cooperation to achieve the goals set by the company. It all depends on the number and time employees devote to their work. Employee performance factors can also be observed in employees' work hours, tardiness, absences, and working hours (Carnevale & Hatak, 2020);(Sitopu et al., 2021).

Consistency in employee performance or employee performance is something that has a great impact on the success of a business. Good work performance or employee performance will be proportional to good results in the company's business development. Conversely, poor performance will also have a negative impact on the company. The results of employee work performance can be seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the company. It all depends on how much and how

much time employees spend performing tasks. Employee performance factors can also be evaluated from hours worked, employee absences, tardiness, and working hours. (Pulungan & Rivai, 2021);(Arianto, 2013);

Employee performance is a description of the abilities, skills, and professional results demonstrated by an employee in performing his or her job duties and responsibilities. This performance can be measured based on the achievement of predetermined goals, productivity levels, quality of work output and ability to collaborate within the team. As a benchmark, employee performance reflects their dedication and contribution to achieving company goals. It is important for management to understand and appreciate the performance of employees to provide them with adequate rewards and further development for mutual success(Xie et al., 2020);(Nursam, 2017).

THEORETICAL REVIEW

Employee Engagement

Employee engagement is a condition, attitude or positive behavior of an employee towards his work and organization which is characterized by feelings of enthusiasm (vigor), dedication (dedication) and preoccupation (absorption) to achieve organizational goals and success. An employee who has a high level of engagement with the organization has an understanding and concern for the organization's operational environment, is enthusiastic at work, is able to cooperate with other employees, speaks positively about the organization and does more than the organization's expectations. in line with previous research (Bailey et al., 2017):(Candra Susanto & Nyoman Sawitri, 2023):(Susanto, Rony, & Transportasi, 2023):(Newman et al., 2010):(Jena et al., 2018).

Employee engagement refers to a state of feeling, and an earnest, consistent earnest and consistent thinking that is not only focused on objects, individual events or specific behaviors. Employee engagement is a positive attitude employees are accompanied by motivation both cognitively and emotionally, believe in their abilities and feel happy while working. ability and feel good while working. Employee Engagement is the enthusiasm of employees at work, which occurs because employees direct their energy to work, which is aligned with the company's strategic priorities. This enthusiasm is formed because employees feel engaged so that they have the potential to display engaged behavior. Has been widely researched from previous researchers (Mariska, 2018):(Rustono & Fattah Akbary, 2015):(Sopyan & Ahman, 2015):(Ruhayat et al., 2022).

Resilience

Resilience is the resilience or psychological quality that allows some people to be brought down by life's difficulties and bounce back at least as strong as before. Rather than allowing adversity to undermine them, traumatic events to occur, or failures to drain their energy, resilient people are resilient and able to find ways to change course, heal emotionally, and keep moving towards their goals. Finding your purpose in life can generate hope and positive energy within you. Learn more about your potential and synergize it with your life purpose.

Develop some realistic life goals, then do something regularly even if it is a small achievement but the most important thing is to move forward towards life goals. Instead of focusing on problems that seem unsolvable, it is better to ask yourself, what has been done and achieved to achieve life goals. Has been widely researched from previous researchers (Ciriaco & Wong, 2022):(Muflih, 2021):(Susanto, Soehaditama, Febrian, et al., 2023):(Susanto, Parmenas, et al., 2023):(Ketprapakorn & Kantabutra, 2022):(Hunter-Johnson et al., 2020)

Career Development

Career development is the process of developing a person's abilities, skills and work experience in order to achieve the desired career goals. This process needs to be carried out systematically and continuously and includes choosing a career path, training and development, and determining duties and responsibilities according to predetermined career goals. Career development aims to develop employees' skills, knowledge and experience in achieving career goals. Career development goals can be achieved through various strategies, ranging from formal and non-formal education, training, work experience, and mentoring. Before embarking on a career development program, you should consider several factors such as interests, skills, and work experience before choosing a suitable career path. Companies can also play an important role in their employees' career development. They can provide customized training and development programs to help employees achieve their career goals. These training and development programs are also useful for improving productivity and overall company performance. Has been widely researched from previous researchers (Susanto, Sawitri, & Susita, 2023):(Susanto, 2022):(Faustino & Sulistya, 2022):(Kamaratri & Adhikara, 2019):(Henokh Parmenas, 2022)

Competence

Employee competency is the set of knowledge, skills, and abilities that an employee needs to be successful in an organization. It is the cornerstone of an employee's overall development, performance and success within the company. Employee competencies are also defined as workplace behaviors that companies can measure for their employees. Companies list relevant competencies while determining job requirements and hiring, and for retention and development of its employees. However, the competencies listed depend on the job description, type, department, industry and seniority required. It is quite possible for companies to seek a varied set of competencies. Behavioral competencies are also known as core competencies and general competencies. This type of competency is very important as it relates to the soft skills and behavioral traits expected of an employee. Such competencies are required regardless of the job role, type or position of an employee in an organization. These are basic human skills that help one survive in a competitive and collaborative organizational environment. Examples of Core or Behavioral Competencies: Teamwork, problem solving, customer service, communication, results orientation, decision making, self-motivation, integrity. Has been widely researched from previous researchers (Bird, 2019):(Susanto, Sawitri, Ali, et al., 2023):(Widiyanto et al., 2023):(Ansori & Ali, 2015):(Ismail et al., 2018):(Mihardja et al., 2023):(Winterton, 2009)

METHODOLOGY

The research method used is a qualitative method based on the results of analyzing scientific articles from famous domestic and international journals with research results corroborated by researchers. Below is a table of data describing scientific articles that provide results that support and prove this scientific article as follows:

Table 1 Distribution of articles, journals, and publishers

No	Authors & Title	Publisher	Journal	Result
1	(Schleu & Hüffmeier, 2021) - Simply the best? A systematic literature review on the predictive validity of employee performance for leader performance	Elsevier	Human Resource Management Review	Significants
2	(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	Elsevier	European Management Journal	Significants
3	(Stirpe et al., 2022) - Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health	Elsevier	European Management Journal	Significants
4	(Bisht & Mahajan, 2021) - Shared stressors and core self-evaluations: A trait activation perspective on employee performance	Elsevier	Journal of Business Research	Significants
5	(Audenaert et al., 2021) - How to foster employee quality of life: The role of employee performance management and authentic leadership	Elsevier	Evaluation and Program Planning	Significants
6	(Narayanamurthy & Tortorella, 2021) - Impact of COVID-19 outbreak on employee performance - Moderating role of	Elsevier	International Journal of Production Economics	Significants

	industry 4.0 base technologies			
7	(Abou-Shouk et al., 2022) - The effect of personality traits and knowledge-sharing on employees' innovative performance: A comparative study of Egypt and Jordan	Elsevier	Tourism Management Perspectives	Significants
8	(Qalati et al., 2022) - Employee performance under transformational leadership and organizational citizenship behavior: A mediated model	Celpress	Heliyon	Significants
9	(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 Academy	European Research on Management and Business Economics	Significant
10	(Hameed et al., 2023) - Technovation Investigating visibility affordance , knowledge transfer and employee agility performance . A study of enterprise social media	Elsevier	Technovation	Significant
11	(Yagil et al., 2023) - Mindfulness and self-efficacy enhance employee performance by reducing stress	Elsevier	Personality and Individual Differences	Significant
12	(Abdelwahed et al., 2022) - Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan	Elsevier	Asia Pacific Management Review	Significant
13	(Ángeles López-Cabarcos et al., 2022) - An approach to employees' job performance through	Elsevier	Journal of Business Research	Significant

	work environmental variables and leadership behaviours			
14	(Takeuchi et al., 2022) - Organizational politics and employee performance in the service industry: A multi-stakeholder, multi-level perspective	Elsevier	Journal of Vocational Behavior	Significant
15	(Tamunomiebi & Oyibo, 2020) - Work-Life Balance and Employee Performance: A Literature Review	Elsevier	European Journal of Business and Management Research	Significant

RESULTS

The rapid development of organizations in the era of globalization makes competition in an organization organization is getting tighter. Human resources have an important role in business competition today. Business competition today. It is said that companies with good human resources will be able to compete with other companies. This proves that the quality of human resources also determines the quality and future of the company.

Performance in today's modern companies needs get attention in managing it. If employee performance in a company is not well organized, it will become one of the obstacles to company activities in achieve its goals. This performance arrangement certainly also requires adjustments to the conditions or conditions of the company in order to be able to compete with other companies in the current era of globalization. Organizational development in the era of rapid globalization.

Employee Performance. Employee performance makes one of the benchmarks assessment of an organization. How do everything related to with a job, position or role in the organization is a form of performance in the organization is a form of employee performance that can be seen directly. employees that can be seen directly. Many factors that also have a role in affecting performance.

DISCUSSION

Basically the performance is the same the employee does it or doesn't do it. Efficiency. To what extent it is the employee who has influenced how much they contributed organization including, among other things, quantity output, output quality, output time, Present at work, and cooperative attitude. This often happens with employee performance reduced due to ability disadvantage in work, salary or wages minimum, motivation, and also internal dissatisfaction Job. In line with research from (Bulo & Tumbuan, 2015);(Riwukore et al., 2022);(Sadat et al., 2020).

Conceptually, performance is the resulting work done by someone over a period of time a certain period of time-based on job standards has been determined, the operating variables of employee work results, specifically job performance performed by an employee within the deadline of a certain period of time-based on job standards have been established. In line with research from (Pringgabayu & Dewi, 2018);(Gultom et al., 2022);(Agatha & Go, 2022).

According to (Putra et al., 2021) Employees are a very important factor in an organization to achieve organization's goals. However, satisfactory employee performance does not happen immediately. Continuous assessment is necessary.

Human resources are a factor very important in managing one business. This is necessary for Businesses can manage their organizations optimally so that they can support quantity based on labor standards decided by the organization. Result or good employee performance will be impact on achieving organizational goals. Employee performance is closely related to performance appraisal. Performance reviews are essential to know employee performance or level of success. Through performance evaluation, results can be achieved used for global purposes decisions, and assessments of human resources backside. In line with research from (Zen et al., 2023); (Kaur, 2017); (Febrian & Rajab, 2023);(Chiniara & Bentein, 2016).

CONCLUSIONS AND RECOMMENDATIONS

Other variables found in research from scientific articles are related to the variables used, so other researchers can continue with these variables and the results of this scientific article can be used as a reference in the field of human resource management.

FURTHER STUDY

To meet the research objectives, the variables of this study, the variables were found to have a positive influence, proven by the presentation of scientific results and this scientific article reinforces the results. Existing research results using research variables as research objects. In this scientific article, it is seen that there are several other variables that can be used in further or deeper research.

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