

Determinant of Employee Engagement and Productivity: An Analysis of Work Motivation, Competence

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ABSTRACT

It shows that the variables in the field of human resources offered in this scientific article reinforce through the existing literature review, by looking at and being stretched as in result of the author's perspective. An ascientific 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

Human resources in a company are assets that are owned and make the company can develop so that it can compete with other companies and achieve the specified targets. Human resources here employees from the lower level to the leadership level, all of them have targets from themselves, one of which is productivity. There is a statement from the article belonging (Kale et al., 2019) where employees encounter additional job risks created by financial leverage, they can increase their productivity to reduce risk or, if the labor market offers employment opportunities beyond the appropriate one, exit the company. The above article deals with employees with those who handle finances, in addition there are research results from (Feng & Savani, 2020) that men have better productivity than women with the level of job satisfaction and work productivity. Work productivity is also related to the country as the statement from states (Aly, 2022) specifically that there is a change in digital transformation trends that are of concern to economists and The question of turnover can affect, among other things, the pace of economic development, the rate of absorption of labor and labor productivity. The above description of employee productivity from several references that are the basis for writing this scientific article. (Susanto et al., 2023) Human resource management has vital functions such as recruitment for employee procurement and career development. (Henokh Parmenas, 2022) The company will create an employee engagement concept so that employees feel they want to work for the company for the long term and are willing to contribute to the progress of the company.

The existence of employee work productivity is given to employees, namely motivation, employees always have to be given input into themselves to issue work results to the company, then motivation in working for this employee is in line with the statement (Furnham et al., 1999) there are two types of basic needs of hygiene needs that are influenced by the physical and psychological conditions in which people work and the needs of motivators. The intrinsic motivation of employees has a positive influence with the performance of the research results of (Çetin & Aşkun, 2018), besides that there is also related to motivation with statements regarding studies the case of (Green et al., 2017) states the involvement of employees with organizational performance to motivate employees. Likewise in the scientific article from (Al-Musadieq et al., 2018) reported that when work motivation increases individual performance and organizational productivity increases. The descriptions above begin the direction of this scientific article with existing scientific articles on motivation.

Employee engagement or attachment is an existing scientific study of 1 a poran that states that a possible approach will connect employee engagement and empowerment (past word or past, but useful) with leadership and measurement being the best guarantors of success (Townsend & Gebhardt, 2008), (Susanto et al., n.d.) Employee engagement can be created if management has concern for employee welfare and is willing to develop employees with training, there are other reports on employee engagement

stating that employee engagement is a "machine" for talent management drivers draw their resilience from the effectiveness of various environmental factors from inside and outside the organization (Kaliannan & Adjovu, 2015). So that employee involvement is an obligation for every employee as a machine to guarantee employees success for themselves and the company.

Employees work in addition to needing motivation, involvement, also requires competence for themselves, so this competence is currently many companies see it as the main one not only a piece of paper or diploma of success from that achieved in learning. There are various and many employee competencies according to the field you want to pursue. Some state from a scientific article (Skorková, 2016) Competencies used for the scope of human resource management can be a process in human resources and a willingness to support change or the ability to learn quickly. Along with the statement from (Römgens et al., 2020) that competence relates to how feasible employees are there are six dimensions, namely mastery of discipline-specific knowledge, general transferable skills, emotional regulation, career development skills, self-management skills, and self-efficacy.

The purpose of this scientific article is to see that the variables in the field of human resources offered in this scientific article reinforce through the existing review literature, with see and be presented in a result of the author's perspective.

THEORETICAL REVIEW

Motivation

(Herzberg, 1968) it goes on to state that the recognition of the results is interpreted into direct feedback; responsibility into self-regulation, authority to communicate, exercise of vision of resources and accountability; while progress and growth are translated into the dynamics of new learning centers leading to new skills, in addition motivation within the company is innovation (Afsar & Umrani, 2020) .

Employee Engagement

Employee engagement is an order of commitment and engagement that an employee acquires to the organization and its values, there is when an employee is involved, he realizes his responsibility in business goals and motivates his colleagues together, for the success of organizational goals (J., 2014). Employee engagement is a strategy to prevent turnover within the company and one of the efforts to increase employee productivity (Susanto, 2022)

Productivity

Productivity describes the performance results of output quantities resulting from performance behaviors as well as contextual factors and external opportunities (Zhang et al., 2020). The employee's productivity expects on the quantity of time the individual is physically present in the job and also the

degree to which he is "mentally present" or functions efficiently when present at a job (Kadian, 2010).

Competence

Competencies are used by several scopes of human resource management individual selection, development, performance management and also strategic planning, the traditional employee screening is based on the recruitment of people who can perform a series of tasks and HR specialists are focused on technical knowledge (Skorková, 2016). Competent employees have the opportunity to get promoted to a higher level (Setyawati et al., 2022)

METHODOLOGY

In this scientific article using a qualitative method with a literature review model of dozens of scientific articles originating from international reputation journals related 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	(Kaliannan & 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,	(Hanaysha, 2016)	Procedia - Social and Behavioral Sciences 229 (2016) 289 - 297	Elsevier Ltd	2016

	Work Environment, and Organizational Learning on Organizational Commitment				
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 practitioners care what academics have to say – And should they?	(Bailey, 2022)	Human Resource Management Review xxx (2016) xxx-xxx	Elsevier Inc.	2022
7.	Personality and work motivation	(Furnham et al., 1999)	Personality and Individual Differences 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, 2018 pp. 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	(Rita et al., 2018)	International Journal of Law and Management Vol.60 No.4, 2018 pp. 953-964	Emerald Group Publishing Limited	2018

	the effect of organizational commitment, transformational leadership and Work motivation on employee performance					
11.	The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Sharia	(Dharma, 2018)	Emerald Proceedings Vol. 1 pp. 7-12	Reach Series	Emerald Group Publishing Limited	2017
12.	The mediating effect of work motivation on the influence of job design and organizational culture against HR performance	(Al-Musadieq et al., 2018)	Journal of Management Development Vol. 37 No. 6, 2018 pp. 452-469		Emerald Group Publishing Limited	2018
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,	(Kale et al., 2019)	Journal of Corporate Finance xxx (2016) xxx-xxx		Elsevier B.V	2019

	employee productivity, and debt discipline				
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.	Emerald Group Publishing	2022

	work from home and employee productivity		308-325	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)	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 & Madhavaram, 2020)	Industrial Marketing Management xxx (xxxx) xxx-xxx	Elsevier Inc.	2020
22.	The mediating effect of mindfulness and self-	(Ramos Salazar, 2022)	Journal of Communication Management Vol. 26 No. 1, 2022 pp. 39-57	Emerald Group Publishing	2022

	compassion on leaders' communication competence and job satisfaction			Limited	
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 advertised brands – an empirical study from South Korea	(Hong et al., 2022)	Asia Pacific Journal of Marketing and Logistics	Emerald Group Publishing Limited	2022

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 detailed knowledge of the operation of the organization: salaried people	Employees of almost every organization in 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
2.	Effective employee engagement and organizational success: a case study	Explore the strengths and weaknesses of employee engagement strategies implemented by telecom organisations in	reveals that the engagement strategy implemented by the organization has reached a level of satisfaction	Employee engagement with organizational success

Ghana				
3.	Competing through employees engagement: a proposed Framework	Review the research conducted in the field of employee engagement and propose a conceptual framework that can be used by practitioners to engage employees and motivate them towards organizational growth and sustainability	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 Engagement with organizational culture, leaders, teams, mediated by employee motivation
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 and views on employee engagement	This paper highlights the limitations of approaches in many organizations and proposes a series of strategic options that organizations	Employee engagement strategies in an organization for the future

		activities	need to make to help ensure their future approaches are more effective.	
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 Through	to investigate the role of occupational self-efficacy on work performance	The results of the multilevel analysis confirm our hypothesis by showing that	Work intrinsic motivation with performance variables as mediators is intrinsic

	Intrinsic Work Motivation	through intrinsic motivation using longitudinal analysis	occupational self-efficacy and intrinsic motivation have a significant influential role on performance, and intrinsic motivation serves as a partial mediator in this relationship	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 citizenship behavior on the effect of organizational commitment, transformational leadership and Work	to test the relationship between transformational leadership, organizational commitment, motivation, organizational citizenship behavior (OCB) and employee	indicates that OCB moderation has no significant effect on the relationship between organizational commitment, transformational leadership, and work	Work motivation with variables of organizational commitment, transformational leadership, and employee performance

	motivation on employee performance	performance	motivation and employee performance at the Regional Secretariat of Papua Province	
11.	The Effect of Work Motivation on the Employee Performance with Organization Citizenship Behavior as Intervening Variable at Bank Aceh Sharia	to analyze the influence of motivation and behavior of members of the organization on the performance of PT. Bank Aceh Syariah Lhokseumawe	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	The positive influence of motivation with several existing variables from the results of this study
12.	The mediating effect of work motivation on the influence of job design and organizational culture against HR performance	to determine the effect of work motivation mediation on the influence of job design and organizational culture on the performance of human resources	Based on the results of the analysis, it can be concluded several things such as: there 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	Motivation variables with other variables

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,	The six motivators retreat differently to the overall motivation of the employee. Generation Z is more sensitive to motivation	Workplace motivation with generations X,Y, Z
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Generation Y, and Generation Z with the goal of assisting managers in making employment decisions and retaining multigenerational staff

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 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 Covid-19 pandemic will create a gender gap in perceptions of work productivity and job satisfaction	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
16.	Work from home: Indonesian employees' mental well-being and productivity during the COVID-19	to explore the extent to which employees' mental well-being affects their productivity while working from home	The prevalence of depression was 18.4%, anxiety 46.4% and stress 13.1%, with relatively good productivity. Gender, age,	Research on the Covid 19 period, where Work From Home, employee productivity during covid 19

	pandemic	(WFH) during the COVID-19 crisis and whether mental well-being and productivity differ across multiple sociodemographic factors	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	
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	The results show a positive relationship between the digital transformation index and economic development, labor productivity, and employment	Digital transformation with workforce productivity

		employment on the other		
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-19 pandemic	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.	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	Productivity with other variables

			affect worker learning	
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 households	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
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	to test the reciprocal relationship between leader communication	indicates that communication competence serves as an antecedent of	Communication competence and job satisfaction

	leaders' communication competence and job satisfaction	competence, mindfulness, self-compassion and job satisfaction	attention and self-compassion. In addition, self-compassion serves as a significant mediator between the positive relationship between communication competence and job 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 audiovisual advertisements can boost the perceived competence of the advertised brands – an empirical study from South Korea	to explore whether 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	Consumers tend to judge a brand in audiovisual advertising to have a higher 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)	Advertising competence as a variable in this study

susceptible to
tonal changes

RESULTS

From the results of the opposition of several scientific articles from several that come 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 presents 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, from several articles that are in studied by the author or obtained then not all variables that are together in one study or used as research results.

DISCUSSION

The result of the opposition and the result of this scientific article that the variables proposed by the author in this scientific article are all in the scientific articles of various international journals, 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 research Continued the variables in this research article.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to show that the variables in the field of human resources offered in this scientific article strengthen through the existing review literature, by looking at and being stretched 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

This research has not been made final and is still being developed with other variables or with other theories or objects

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