

## The Influence of work Engagement on Employee Performance: a Scope Review

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### ABSTRACT

Previous literature reviews have explored the relationship of Work Engagement with Employee Performance. The purpose of this scoping review is to map the existing studies that assess the influence of Work Engagement on Employee Performance. The main stages of the scoping review are: (1) identifying research questions; (2) identifying relevant studies; (3) study selection; (4) data charting, and (5) compiling, summarizing, and reporting results. Spanning 10 years (2013-2023), the scoping review results show that most studies recognize that work engagement affects employee performance. However, as claimed by Rahmadalena & Asmanita (2020) that employee engagement has no effect on employee performance.

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## **INTRODUCTION**

Human resources are part of an organization's overall strategy to help achieve its goals, including driving economic prosperity. Over time, organizations focus more on human resources. This stems from the constant and prevalent involvement of humans in every aspect of organizational operations. Ultimately, humans serve as the architects, participants, and drivers behind achieving the organization's objectives. Regardless of the sophistication of tools at a company's disposal, the active engagement of employees remains indispensable for reaching these goals.

There is the phenomenon of quitting in response to great resignation, which means that workers do not quit their jobs completely, but work with very minimal standards. The Great Resignation is a phenomenon that has been in the spotlight after the Covid-19 pandemic. The phenomenon is not only happening in big continents like America, but also in Southeast Asia, and Indonesia is no exception. Grant Thornton Indonesia's Human Capital Director Emme Tarigan said that in Indonesia, 77 percent of the professional workforce is still in the phase of considering resigning. According to Emme, the key to Indonesia being safe from the great resignation phenomenon is to initiate a service retention program strategy. According to her, in this case human capital as one of the pillars in the company must initiate the service retention program strategy, so that even if the phenomenon occurs in Indonesia, the company can survive and employees already have high engagement. (mcr10/jpnn).

This trend not only affects the workforce, but also companies that have had difficulty hiring new talent since 2021, including as many as 65 percent of companies in Indonesia. In fact, 59 percent of companies in Indonesia admit that they have taken steps to retain their employees. Country Manager of Robert Walters Indonesia, Eric Mary, in a press release received by Parapuan said that companies also need to build transparent and accountable communication and interaction with their employees. The phenomenon of many resignations by company employees is because currently the business world has entered the era of Volatility, Uncertainty, Complexity, and Ambiguity or commonly abbreviated as VUCA. The researchers see the symptoms have been visible since 2018 and 2019. The cause is the work style of Gen Y and Gen Z who have dominated the labor market. Deloitte's 2022 global survey of Gen Z and Gen Y found that their main reason for choosing a workplace is work-life balance. They want flexible work so they can still pursue activities outside of work, and when it comes to big salaries, these workers ranked it third after learning and development opportunities. In China, Big Quit is a counter to the 996 work doctrine: come to work at 9am, leave at 9pm, work 6 days a week. Jack Ma is a major proponent of this doctrine. China's young people are fighting back by spreading the "tang ping" work culture. They are tired of having to work hard all day for a pittance, so workers are resigning, and some of them are choosing to become freelancers or independent workers. Roughly 1.57 billion individuals globally are engaged in freelance work. The collective value of the worldwide freelance platform market is projected at around US\$3.39 billion. Recent statistics indicate a \$100 million increase in the annual earnings of US freelancers, totaling \$1.3 trillion.

However, specific data regarding Indonesia's freelance sector is not available. However, companies are starting to feel the loss of the doctrine of working for a lifetime in one company. (Management Magazine: 2022)

Today VUCA has become an important topic in the business world, including in human resource management. Rapid and complex changes in the business environment can affect HR policies and strategies, including recruitment, training, development, and employee performance management. The HR division must be able to adapt quickly to environmental changes and develop the ability to cope with the uncertainty, complexity and ambiguity that exists in the business environment. This can be done by developing adaptive leadership, improving communication skills, developing creativity and innovation, and improving the ability to work in teams and manage conflict. The words volatility, uncertainty, complexity, and ambiguity are abbreviated as VUCA. Adjectives that are complex, ambiguous, volatile, and uncertain can also be used with this phrase. The US Army War College first coined the word "VUCA" to characterize the Cold War environment. It originated in the leadership theories of Warren Bennis and Burt Nanus. Many businesses and organizations today, operating across various industries and sectors, use the VUCA concept as a framework for strategic planning and leadership. In the society 5.0 age, the term VUCA from the industry 4.0 era still holds true. We live in a world of large-scale fluctuations (volatility), hard predictions to make (uncertainty), complex problems because of multiple interconnected components (complexity), and haziness of an occurrence with its chain of events. (Adinugroho et al., 2023)

According to (Robbins et al., 2012), work engagement is the extent to which an employee is connected to a particular organization and its goals and wants to continue to be a member of that organization. With that, employees consider their job performance significant to their sense of self-worth and great influence and are trusted as human resources to carry out the company's vision and mission decisions. Engaged employees can find satisfaction with maximum work quality and become a success for the company. Companies that invest time in engaging employees are much more likely to succeed than not by helping employees understand the company's goals and the purpose of the work performed. Therefore, companies can conduct employee training and development to improve their skills. Business owners can also play a role in helping employees to improve their skills by providing training and direction. In this way, the company can ensure that employees have the same vision and mission as the company, resulting in a strong attachment between employees and the company (Work Engagement). Thus, it can improve the overall performance of the company.

In accordance with previous research conducted by Kustya & Nugraheni (2020), Hafidzunnur (2021), Indirasari & Mardiana (2022), Qodariah (2019), Lintang & Rifki (2022), Kurnia Indah Astuti (2020), Wenty & Budiman (2022), and Ninda & B. Medina (2023). Medina (2023). However, in contrast to the results of research from Rahmadalena & Asmanita (2020) concluded that employee engagement has no effect on employee performance. It was determined that there was a research gap regarding the study's findings based on the aforementioned phenomenon and a number of earlier studies. As a result, a literature review mapping the body of knowledge regarding the relationship between work engagement and employee performance is required. The objective of the literature review research is to synthesize and evaluate articles from a number of journals, including the International Journal of Science, Technology & Management, Technomedia Journal (TMJ), and Journal of Management & Businesses, in addition to a number of other scientific studies. Munn et al. (2018) claim that these studies frequently rely too heavily on the expertise and experience of earlier researchers, making them subject to subjectivity.

According to Mun et al. (2018), scoping reviews and systematic reviews differ primarily in terms of their goals. According to Munn et al. (2018), scoping reviews are employed when a review's objectives include determining knowledge gaps, defining terms, examining the conduct of research, and providing guidance for a systematic review. Scoping reviews are thought to be a suitable method to map a topic with a less rigorous approach than systematic reviews, which is why O'Brien et al. (2016) explain why they prefer to apply them.

## **LITERATURE REVIEW**

This research is a literature review, which is research to identify, evaluate and interpret the results of research on certain topics or phenomena that are of concern to researchers (Kitchenham, 2004). In Literature review research, researchers conduct thematic synthesis compiled from the results of previous research so that readers can use it to get a summary of theories and empirical findings related to the topic under study (Cisco, 2014).

## **METHODOLOGY**

Scoping review is a literature review to synthesize research results (Daudt et al.2013). The aim of the scoping review is to chart the current literature pertaining to specific areas of interest, analyzing the quantity, types, and features of the primary research in focus. This involves compiling, condensing, and presenting the findings, offering both a descriptive overview and numerical analysis of the data along with a thematic examination of selected journals (Pham, 2014).

## RESEARCH RESULT

### Identifying the Research Question

In the early phase of research review, it's crucial to define research queries. Doing so allows researchers to plan their literature search effectively, focusing on specific areas of study. The research question is How is the existing literature on the relevance of Work Engagement to Employee Performance?

### Identifying Relevant Studies

The study utilizes secondary data sourced from previous research available in international scientific journals, specifically focusing on the impact of Work Engagement on Employee Performance, gathered through online searches. The criteria for journals to be reviewed are research journal articles that examine Work Engagement on Employee Performance. Table.1 showcases the criteria employed during the literature search, focusing on a specific timeframe spanning a decade, from 2013 to 2022. This timeframe is chosen as it is deemed adequate for tracking the significance of research on work engagement and employee performance.

**Tabel 1. Inclusion Criteria**

criteria	Inclusion	
Period	2013-2023	10 years of observation
Language Type	Indonesian & English	Most articles are published in Indonesian
Publication Type	Journal articles	Empirical articles
Geographic Area	All	Findings from all countries

### Study Selection

Electronic database searches were conducted through platforms like Google, Google Scholar, and ResearchGate. The retrieved articles underwent evaluation to assess their relevance to the research inquiries. Additionally, efforts were made to identify and remove any duplicated articles across various databases. The majority of articles deemed irrelevant did not explore the connection between Work Engagement and Training Activities, to Performance, thus falling outside the scope of the research questions.

### Charting the Data

During the data charting phase, chosen articles were reviewed to extract and condense the most significant information. This involved documenting details such as the author, title, research year, location, methodology, and outcomes of the studies.

### Compiling, Summarizing and Reporting Results

The final stage of the scoping review is to compile, summarize and report the results of the research. Compiling results in a table containing the extracted articles done in the data mapping stage. Summarizing, identifies the primary themes or recurring patterns found in the main discoveries, while reporting involves structuring the format of the report, tailored specifically for publication objectives in this instance.

**Tabel. 2 Data Collection Results**

No	Writer	Title	Years	Location	Design/Method	Research Results
1	Kustya & Nurhaeni	Analysis of the Effect of Work Engagement and Leadership on	2020	Indonesia	Independent Variable:  work engagement, Leadership  Dependent	<i>work engagement has a significant positive effect on employee</i>
		Employee Performance Through Organizational Commitment as an Intervening Variable			variable: employee performance Mediating Variable: Organizational commitment Analysis Tool: SPSS Data Collection: Likert scale questionnaire	
2	Hafidzunnur	The Effect of Work Engagement on Employee Performance of SMK Negeri 2 Singosari during the Pandemic,	2021	Indonesia	Independent variable: work engagement  Dependent variable: employee performance Analysis Tool: SPSS Data Collection: Likert scale questionnaire	<i>work engagement affects employee performance</i>
3	Indirasari dan Mardiana	The Effect of Work Life Balance and Employee Engagement on Employee Performance at Pt. Bank Mandiri (Persero) Tbk Jakarta Pondok Indah	2022	Indonesia	Independent Variables: Work Life Balance and Employee Engagement  Dependent variable: employee performance Analysis Tool: Smart PLS Data Collection: Likert scale questionnaire	<i>Work Life Balance and Employee Engagement have a positive and significant effect on employee performance.</i>

		Priority Outlet,				
4	Qodariah	Description Analysis of the Effect of Work Engagement Against Employee Performance: Ability (A), Effort (E), Support (S) Pt Surveyor Indonesia	2019	Indonesia	Independent Variable: Work Engagement  Dependent variable: employee performance  Analysis Tool: SPSS  Data Collection: Likert scale questionnaire	Work engagement has a direct positive effect on employee performance. This means that the higher the work engagement, the higher the performance of the employees of PT Surveyor Indonesia.
5.	Lintang Kamulyanisa Hadi & Rifki Hanif	The Influence Of Work Engagement On Employee Performance at Pt. Telkom Indonesia Tbk. Witel Malang Through Organizational Citizenship Behavior As A Mediation Variable	2022	Indonesia	Independent Variable : Work Engagement  Dependent Variable: Employee Performance  Mediation Variable : Organizational Citizenship Behavior  Analysis Tool: SPSS  Data Collection: Likert scale questionnaire	organizational citizenship behavior is a variable that affects work engagement on employee performance, while work engagement variable does not affect employee performance

6	Kurnia Indah Astuti	Analysis of the Effect of Job Crafting and Personal Resources on Performance with the Intervening Variable of Work Engagement in MSME Employees in Yogyakarta	2020	Indonesia	<p>Independent Variable : <i>Job Crafting dan Personal Resources</i></p> <p>Dependent Variable : Performance</p> <p>Intervening Variable: <i>Work Engagement</i></p> <p>Analysis Tool: Smart PLS</p> <p>Data Collection: kuisioner</p> <p>Structural Equation Modelling (SEM)</p>	<ul style="list-style-type: none"> <li>• There is an effect of work engagement on employee performance in MSMEs in Yogyakarta</li> <li>• There is an influence of Job Crafting on employee performance through Work Engagement in MSMEs in Yogyakarta</li> <li>• There is an influence of Personal Resource on employee performance through Work Engagement in MSMEs in Yogyakarta</li> <li>• The direct effect of Job Crafting on performance is greater than the indirect effect of Job</li> </ul>
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						<p>Crafting on performance through Work Engagement in MSMEs in Yogyakarta</p> <ul style="list-style-type: none"> <li>• There is a greater direct effect of Personal Resource on employee performance than the indirect effect of Personal Resource on performance through Work Engagement in MSMEs in Yogyakarta</li> </ul>
7	Wenty Febrianti & Budiman Abdulah	<p>Employee Engagement Helps Leadership Improve</p> <p>Umkm Employee Performance During the Covid 19 Pandemic</p>	2022	Indonesia	<p>Independent Variable: Leadership</p> <p>Dependent variable: performance</p> <p>Moderating Variable: Employee Engagement</p> <p>Analysis Tool: Smart PLS</p>	<p>- positive and significant influence between employee engagement on the performance of MSME employees</p>

					Data Collection: questionnaire  Structural Equation Modeling (SEM)	
8	Ninda Aglina Ulfa & B. Medina Nilasari	The Effect of Training and Employee Motivation on Employee Performanc e and Mediation by Employee Engagemen t at Muslimah Fashion UMKM	2023	Indonesia	Independent Variable:  Training and Employee Motivation Dependent Variable: Employee Performance Intervening Variable : <i>Employee Engagement</i>  Analysis Tool : SPSS  Data Collection :  method of proportionate stratified random sampling technique so that 146 respondents were sampled.  Structural	<ul style="list-style-type: none"> <li>- positive and significant influence between leadership on the performance of MSME employees through employee engagement</li> </ul>

					Equation Modelling (SEM) program AMOS 2021	
9	Rahmadalena dan Asmanita	The Effect of Employee Engagement, Job Characteristics on Employee Performance at PT Bukit Asam (TBK), Kertapati Dock Unit Palembang	2020	Indonesia	Independent variables: employee engagement, and job characteristics Dependent variable: performance Analysis Tool: SPSS Data Collection: Likert scale questionnaire	<ul style="list-style-type: none"> <li>- Employee engagement has no effect on employee performance</li> </ul>

## DISCUSSION

The main ideas of the survey fall within the scope of work engagement and its influence on employee performance. Work Engagement according to (Bakker, 2011) is a motivational concept that refers to favorable conditions related to job satisfaction characterized by a strong attachment to one's job. Work engagement, according to (Kubatini & Rachmatan, 2018), is defined as employees who are truly committed to their work on a physical, mental, and emotional level. Vandebos (2015) says that work-related aspects and the total work experience, both emotional and rational, make up work engagement. The relationship between people and larger companies, for example, is often influenced by rational criteria after considering emotional variables such as personal fulfillment, inspiration, job affirmation, and belonging to the organization.

Good performance can produce work productivity in accordance with the vision and mission of an organization. This greatly encourages work passion and work enthusiasm for the realization of achieving organizational goals. For this reason, if we want to know in depth, we need to understand the word. (Kasmir, 2015) states that "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a period", agreeing with cashmere according to (Sedarmayanti, 2016) saying that "Performance is the result of the work of a worker, a management process or an organization as a whole, where the results of the work must be able to show concrete and measurable evidence (compared to the standards that have been used)", However, according to (Mangkunegara, 2017) states that "The quality and quantity of work achieved by an employee in carrying out his duties in

accordance with the responsibilities given to him", according to Robbins (2012: 185) reveals that "Performance is actions or implementation that can be measured", while according to (Miftah, 2013)) namely "Defining performance as the quantity and quality of work produced by individuals, groups or organizations".

Work engagement is shown by a commitment to the organization, a sense of belonging and pride in work which is characterized by vigor and commitment will provide dedication and absorption in their work. If an employee has high work engagement, the performance of the employee will likewise experience an enhancement, and the relationship between the two is positive. This statement is also supported by previous research related to the effect of work engagement on performance that has been carried out by previous researchers based on the research results from the scoping review in the section above. However, Rahmadalena & Asmanita (2020) stated that employee engagement has no effect on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

This scoping review has charted the current body of literature examining the significance of work engagement to employee performance. The scoping review of the articles reviewed has some limitations that may be included in the google scholar electronic database. In addition to searching using the keywords that the researcher wants. The research inquiry in this study is confined to "What is known from existing literature on the relevance of work engagement to employee performance?" Some criteria in searching the scope of articles that can be the foundation of research conducted with a span of 10 years are considered to be able to represent the outcomes of advancements in employee performance research.

## **ADVANCED RESEARCH**

There is still a research gap related to research involving related variables, therefore it is necessary to conduct a re-study with modification of related variables, namely by adding mediation or moderation variables.

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