

EMPLOYEE ENGAGEMENT: A LITERATURE REVIEW

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ABSTRACT

Employee involvement is an important factor in organizational success, which is able to drive productivity, innovation, and employee welfare. This literature review aims to provide a comprehensive overview of employee engagement, exploring the conceptualization, causes, outcomes, and measurement of employee engagement. The conceptualization of employee engagement involves the emotional, cognitive, and behavioral aspects of employee relationships and commitment to their work and organization. This includes factors such as job satisfaction, organizational commitment, and a sense of belonging. Many causes affect employee engagement including personality characteristics, job characteristics, and work environment. In addition, organizational factors such as leadership style, communication style, and organizational culture have a significant effect on the level of involvement. Employee engagement is complex and has far-reaching implications for organizations. Employees who are highly engaged tend to show higher job performance, increased organizational concern, and lower turnover. The article also identifies various employee engagement measurement approaches whose results can be used as evaluations for organizations to improve performance. Overall, this literature review provides a comprehensive overview of employee engagement, the Concept of Employee Engagement, Influencing factors, outcomes, and engagement measurement.

Keywords; employee engagement, involvement, organizational Performance

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INTRODUCTION

Employee engagement has become one of the topics that are increasingly important in the context of the world of work or human resource management today. Organizations recognize that employee engagement has a significant impact on productivity, organizational performance, and long-term success. Therefore, attention to research on employee engagement is increasing.

Employee engagement reflects the extent to which employees are connected emotionally, cognitively, and behaviorally to work and the organization where they work (Cintya et al., 2012). Actively engaged employees identify with the goals and values of the organization, have strong intrinsic motivation, and feel in control of their work. Employees also feel valued, have good social relations at work, and have opportunities to grow and develop (Lie, 2018).

One of the definitions of Employee Engagement was introduced by *Gallup, et al (2008)* who argued that Employee Engagement *can* predict performance improvement, profitability, employee retention, customer satisfaction, and organizational success. Bates, Baumtruk, and Richman also put forward a similar definition (Bates, 2004; Baumruk, 2004; Richman, 2006).

Many research publications have been of great value in understanding employee engagement in depth. This literature review aims to provide a comprehensive overview of employee engagement, exploring the concepts, results, and measurements of engagement. First, it is important to understand the conceptualization of employee engagement. There are several different approaches to describing and understanding engagement. Some experts associate involvement with the concepts of job satisfaction, organizational commitment, and a sense of belonging (Meilinda et al., 2020; Purna, 2015; Adolfini, 2014). This concept emphasizes the emotional and affective aspects of employee engagement. On the other hand, there is also a more cognitive approach, which sees engagement as processing information about work and the organization. Previous research has also linked involvement with concepts such as work motivation, life satisfaction, and work-life balance (Dinh, 2020; Opoku et al., 2023; Pramana & Putra, 2022; Sa'adah Puspitasari & Darwin, 2021).

Furthermore, previous research has identified several factors that cause employee engagement. Personal factors, such as individual characteristics, personality, and work values, can affect the level of involvement (Purc, 2019). In addition, organizational factors, such as organizational culture, leadership style, and work rewards, also play an important role in influencing employee engagement (Ibironke & Kolawole, 2020; Okudero Okudero et al., 2023; Rout, 2017). Previous research has also shown that role clarity, supervisor support, and participation in decision-making are factors that can increase employee engagement (Mark Kasa et al., 2021; Vazquez et al., 2015).

RESEARCH METHODS

This research uses an in-depth literature review method and is sourced from scientific works which include articles, books, dissertations, and others. According to Bugin (2008), the literature

method is one of the data collection methods used in social research methodology to find historical data. Almost the same thing is mentioned [Swarjana \(2012\)](#) states that a literature review is designed using various sources such as books, journals, and other publications that are relevant to the research topic. The aim is to systematically identify research problems and formulate problems and hypotheses, explain what is known and what is not known about the research topic, and detect and reveal inconsistencies or discrepancies in the existing body of knowledge. In this case, research sources tend to be secondary, namely, data needed to support research results from the literature, articles, and other sources related to the topic ([Sugiyono, 2013](#)).

RESULT AND DISCUSSION

Defining Employee Engagement

The structure of the word Employee Engagement which separately consists of employees and engagement has a very strong relationship. The engagement has different meanings, but when individuals care about their work and are committed to doing it well, that is part of engagement ([Albrecht, 2010](#)). Several other definitions of Employee Engagement have been expressed by various researchers. According to Thomas ([Henryhand, 2009](#)), engagement is a two-way relationship between employees and organizations that fulfill each other's needs. ([Vazquez et al., 2015](#)) define engagement as positive, meaningful, and motivational which is characterized by vigor, dedication, and absorption. While [Lockwood \(2005\)](#) defines Employee Engagement as an individual's emotional and intellectual commitment to the organization, which is measured through positive behavior such as speaking positively about the organization, having intense passion, and showing extra effort and behavior that contributes to organizational success.

In addition to the above understanding, many definitions of Employee Engagement have been found by experts. Some definitions of Employee Engagement according to some experts;

- [William Kahn \(2013\)](#)

William Kahn is a psychology professor at Boston University. According to Kahn, Employee Engagement can be defined as "employees' thoughts, feelings, and actions that are interrelated with each other and related to involvement in the work being done." In Kahn's view, employees who are involved in their work will have positive feelings towards their work and feel that work has significance.

- [David Zinger \(2009\)](#)

David Zinger is a consultant and writer in the field of Employee Engagement. According to Zinger, Employee Engagement can be defined as "employees' engagement with their job and the organization where they work, which motivates them to do their best for the organization and take responsibility for the success of the organization."

- [Gallups \(2013\)](#)

Gallup is a research firm that has been conducting studies on Employee Engagement for decades. According to Gallup, Employee Engagement can be defined as "employee engagement with their job and the organization where they work, which results in better performance and increased employee well-being."

- **Kevin Kruse (2000)**

Kevin Kruse is an author and entrepreneur who writes about Employee Engagement. According to Kruse, Employee Engagement can be defined as "a positive feeling and involvement in the work that employees do, which helps the organization achieve its goals."

- **Macey and Schneider (2008)**

Macey and Schneider are also two experts in the field of Employee Engagement who have done a lot of research on this topic. Employee Engagement can be defined as "the process of involving employees in the work being done, to create conditions in which employees feel psychologically involved in their work and have positive feelings about the organization in which they work."

It can be concluded that Employee Engagement is very important for the organization. Employees who are engaged in their jobs tend to be more productive, happier, and more likely to stay employed for long periods. The definition of Employee Engagement can vary according to the perspective of each expert, but the point is that Employee Engagement involves employees in their work and makes them feel connected to the organization where they work.

Aspects and Dimensions of Employee Engagement

Schaufeli and Bakker (2003) state that three aspects build dimensions of employee engagement, namely as follows:

- First, enthusiasm, which is characterized by high levels of energy, mental resilience, willingness to work hard, and persistence in the face of difficulties.
- Second, dedication, which refers to meaningful feelings, enthusiasm, inspiration, pride, and challenge.
- Third, absorption, which is characterized by full concentration, interest in work, and difficulty getting away from work.

The dimensions or aspects of Employee Engagement are way ahead of time as well conveyed by **Kahn (1990)** which divides into 3 aspects consisting of, namely; First, the cognitive aspect, which describes the logical evaluation of the goals and values of the organization. Second, the physical aspect, which shows the intention of how far the individual is willing to act for the organization and behavioral actions that show support for the organization. Finally, the emotional aspect, which includes positive feelings towards the organization, empathy for others, enjoying and believing in the work being done, and feeling proud of it.

Kevin Kruse (2012) argues that employee engagement is not the same as employee happiness. According to him, many enjoy their work but do not feel bound by the vision and mission of the company and the tasks carried out. Inspiring employees with good incentives or benefits does not mean that it increases commitment. Material needs cannot overcome psychological needs, and it is psychological needs that lead to a commitment to employees. So that it can be said that commitment is directly proportional to loyalty, pride and a sense of belonging. Thus, another and more detailed approach emerged related to the dimensions of Employee Engagement characterized by 7 (seven) aspects which include; Employee Engagement, Communication, Increase Productivity, Increase Trust, and Increase Employee Loyalty.

Boggess (2012) provides 15 tips for ensuring effective communication as follows: First, build organizational habits for communication. Second, align the view on the top level. Third, communicate with employees first. Fourth, understand your employees. Fifth, utilize various communication channels. Sixth, convey the message briefly and clearly. Seventh, provide context. Eighth, prioritizing face-to-face communication. Ninth, plan ahead. Tenth, measure effectiveness. Eleventh, conduct open and routine communication. Twelfth, be objective. Thirteenth, synchronize actions with words. Fourteenth, facilitating conversation. Finally, say “thank you” as often as possible.

An explanation of how engagement feels and concerns can be seen from two points of view (Andrean 2021), namely "The Feel of Engagement" and "The Look of Engagement". "The Feel of Engagement" has four important components for employees to feel engaged, namely urgency, focus, intensity, and enthusiasm. Meanwhile, "The Look of Engagement" involves three main behaviors shown by employees who have feelings of engagement.

The Feel of engagement refers to how employees feel about work and feelings towards the company where they work. Employees who feel involved and motivated at work tend to have high feelings of engagement. Here are some factors that affect the feel of engagement:

Etania (2020), a humanities expert, put forward a slightly different approach related to the benefits of employee involvement, which conceptually means that satisfied employees are not the same as engaged employees. The benefits of employee involvement in the organization;

- Better team performance (Oh et al., 2022; Rathore et al., 2023)

Employees who are dedicated to what they do not only have a positive impact on themselves, but also on the whole team.

- Increased productivity (Johar, 2023; UGO Joseph, 2023)

Employees who are highly engaged usually already understand the company's business goals and are able to adapt work methods to the company's strategy. As a result, being able to work effectively increase individual and team productivity. Companies in this case can see the results.

- Decreased turnover rate (resign) (Malik, 2023)

Of course, there is no reason for employees who are already bound to leave the company immediately, because they have an emotional connection with work and the company environment. This saves the burden of recruiting or hiring new employees every time an employee leaves.

- Improved customer service (Rane, 2023)

Employees who can dedicate themselves to work can certainly see and determine what is best for their customers. The employee can come up with new ideas faster than others due to actively updating market conditions all with the customer in mind.

- Increasing profits (Kanmani & Fonceca, 2023; Trika et al., 2022)

Increased individual and teamwork performance has an impact on increased productivity where satisfied customers are directly proportional to increased profits.

According to a Gallup meta-analysis (2020), the companies or work units that perform best in employee engagement have a return on investment of 21%, compared to a quarter of those with lower scores.

Employee Engagement Indicator

Many companies have paid attention to employee engagement but have not been able to see the expected increase in results. This could have happened due to a lack of analysis of the motivational points of each employee. As stated by Etania (2020), the employee engagement pyramid is aligned with Maslow's hierarchy of needs. The pyramid shows that commitment points change when employees become more aware of motivation. Levels of engagement include; Not committed at all, No obligation/involvement/not engaged, Almost involved/engaged, Engaged/Involved, and finally the very involved category which according to Maslow these employees are at the highest level of the "Hierarchy of Needs" theory.

There are many ways to measure employee engagement. Of course, there are many possibilities, but in general there are 3 (three) possibilities.

- Employee Engagement Survey

There are many types of employee surveys, one of which is Gallup's famous survey, The Gallup Q12 Index. Using this research, Gallup collected 12 questions that were used as an index to measure the level of employee engagement in an organization

Examples of these questions are:

- Do you know what the company expects from you?
- Is there someone in your work environment who supports your development?
- Over the past year, have you felt that you had the opportunity to learn and grow?

- eNPS (Employee Net Promoter Score) eNPS was initially used to measure customer satisfaction and loyalty levels until progressive companies then used it to measure the same for employees

Employee Net Promoter Score ([aisjah, et., al, 2022](#)) is used to know the loyalty of employees to something company. Developed by [Reichheld \(2006\)](#) which initially focused on loyalty to a brand or company. With the method Net Promoter scores, the company submits One question to the consumer: "How much big possibility do You recommend (brand) to person another?" or Company) to Friend or relatives You?". Moment answers the question, and the consumer answer with a scale from 0 to 10 Which divided become three categories, that is supporters, passive, And critic/detractor.

- Employee attendance and turnover

Another way is to look at absenteeism and employee turnover rates. According to research, employers should aim for a maximum annual turnover and 10 percent or less absenteeism. High absenteeism and turnover rates can indicate room for improvement in the employee experience category and should be a concern for managers and leaders.

Therefore, resource management must create a positive working atmosphere. For example flexible work, leave to accommodate children's needs, social programs for employees, and others. When a company pays attention to the needs of employees, they feel connected and valued. By doing this, employees will show the company the best performance.

Employee Engagement Model

The popular model of Employee Engagement was put forward by [David Zinger \(2010\)](#) who is an expert in the field of employee engagement or employee engagement. This model consists of 14 elements that are important in creating a work environment that can increase employee engagement.

- 1) Meaning and Purpose: Employees must understand the meaning and purpose of work and how work contributes to organizational goals ([Ren & Shen, 2022](#)).
- 2) Employee Relations: Positive relationships between employees and co-workers, management, and teams can increase employee engagement ([Shabane et al., 2022](#)).
- 3) Leadership: Strong and positive leadership can help employees feel valued and acknowledged ([See, 2022](#)).
- 4) Skills: Employees must have enough skills to complete the tasks and responsibilities.
- 5) Autonomy: Employees should feel they have autonomy and influence in their work.
- 6) Participation: Employees must be involved in the decision-making process and have the opportunity to provide input.
- 7) Recognition: Employees should feel valued and recognized for their contributions.

- 8) Contribution: Employees should feel that they are making a meaningful contribution to the organization.
- 9) Growth: Employees must have the opportunity to grow and develop on the job.
- 10) Outcome: Employees must have influence over organizational results and see results in work (Harter et al., 2002).
- 11) Working Conditions: Good working conditions, such as a safe and comfortable environment, can increase employee engagement (Budiyo & Welly, 2022).
- 12) Life and Work Balance: Employees must feel balanced between work and personal life (Opoku et al., 2023).
- 13) Health and Well-being: Employees must have access to resources to maintain health and well-being (Ali & Ali, 2021; Lee & Jo, 2023).
- 14) Attachment and Identity: Employees must feel attached to the organization and its identity.

CONCLUSION

Employee Engagement is an important concept in an organizational context. There are various definitions put forward by experts, but in essence, Employee Engagement involves the attachment and involvement of employees with work and the organization where they work. Engaged employees tend to be more productive, happier, and tend to stay with the company longer.

In the context of "The Feel of Engagement" and "The Look of Engagement", employees who feel involved and connected to the work and the organization have positive feelings towards the job. This can be seen in feelings towards work, energy levels, motivation, and concentration. On the other hand, "The Look of Engagement" involves employee behaviors that demonstrate engagement, such as good communication, increased productivity, trust, loyalty, and valuable contributions to organizational success.

Several dimensions of Employee Engagement have been identified by researchers. Some of these dimensions include enthusiasm, dedication, absorption, cognitive aspects, physical aspects, and emotional aspects. In addition, several indicators of employee engagement can be used to measure the level of employee engagement, such as employee engagement surveys, eNPS (Employee Net Promoter Score), and employee attendance and turnover.

The benefits of Employee Engagement in organizations include increased team performance, increased productivity, reduced turnover rates, improved customer service and increased profits. In order to increase Employee Engagement, it is important to pay attention to effective communication, both in terms of providing clear and open information to employees and in terms of building communication habits in the organization. It is also important to understand individual motivations and provide appropriate support to meet the psychological needs of employees.

Thus, Employee Engagement is an important factor in creating a productive, happy, and sustainable work environment. Organizations need to understand the concept of Employee Engagement and implement appropriate strategies to increase employee engagement and achieve better results.

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