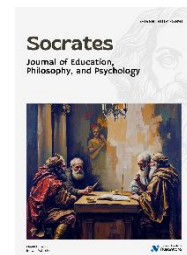




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The Role of Employee Engagement in Improving Organizational Performance: A Systematic Literature Review of Human Resources

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Abstract: Employee engagement has become one of the most important topics in human resource management because of its contribution to organizational success. Engaged employees demonstrate high levels of energy, dedication, and absorption in their work, enabling them to contribute more effectively to organizational goals. This study aims to review the role of employee engagement in improving organizational performance through a literature review approach. The study analyzes previous research published in reputable journals indexed by Google Scholar and Scopus. The findings indicate that employee engagement positively influences organizational performance through increased productivity, job satisfaction, organizational commitment, innovation, teamwork effectiveness, and employee retention. Employees with high engagement levels are more likely to demonstrate proactive behavior, share knowledge, collaborate effectively, and contribute beyond their formal job responsibilities. Conversely, low employee engagement is associated with reduced motivation, lower productivity, increased absenteeism, burnout, and higher turnover intentions, all of which negatively affect organizational performance. The review also identifies several factors influencing employee engagement, including leadership, organizational culture, work environment, job characteristics, and human resource management practices. The findings suggest that organizations should prioritize employee engagement strategies to strengthen workforce commitment and achieve sustainable organizational performance. Therefore, employee engagement can be considered a strategic organizational resource that contributes significantly to long-term competitiveness and organizational success.

Keywords: Employee Engagement, Organizational Performance, Systematic Literature Review, Human Resource.

INTRODUCTION

The increasingly dynamic, competitive, and digitalized world of work demands that organizations continue to improve their performance in order to survive and thrive amidst the rapidly changing business environment (Ong & Mahazan, 2020). In these conditions, human

resources become one of the strategic assets that determine the success of the organization (Anita et al., 2024). In these conditions, human resources become one of the strategic assets that determine the success of the organization (Henokh Parmenas, 2022).

Work engagement is a positive psychological condition characterized by high levels of energy (vigor), strong dedication (dedication), and full involvement in work (absorption) (Hadi, 2020). Employees with high levels of work engagement not only work to fulfill formal obligations, but also demonstrate enthusiasm, commitment, and a willingness to put in extra effort to complete the tasks they are responsible for. They tend to perceive the work they do as meaningful and valuable, thus creating a strong emotional connection between the individual and their work (Fitriadi et al., 2022). This condition makes work engagement one of the important factors that contributes to organizational success (Nugroho & Ratnawati, 2021).

The importance of work engagement is increasing as the characteristics of modern work change, demanding creativity, collaboration, adaptability, and innovation. Today's organizations require not only employees with strong technical competencies, but also individuals who are able to actively contribute to creating added value (Yakup, 2017). Employees who are fully engaged in their work tend to have higher intrinsic motivation, show initiative in solving problems, and have a stronger commitment to achieving organizational goals (Hardiansyah et al., 2019). Thus, work engagement is one of the factors that can increase the effectiveness and productivity of the organization as a whole (Setiawan et al., 2022).

Various studies show that work engagement has a positive relationship with various organizational performance indicators. Previous research conducted by (Lesmana, 2023) shows that employees who have a high level of engagement tend to show better work performance, higher service quality, more optimal productivity levels, and better ability to adapt to change. In addition, work engagement also contributes to increasing customer satisfaction, customer loyalty, and organizational success in achieving business targets (Mahira, 2025). In the context of human resource management, these conditions show that work engagement not only provides benefits for individuals, but also has a strategic impact on the success of the organization as a whole (Sabila & Izzati, 2025).

The relationship between work engagement and organizational performance can be explained through various psychological and behavioral mechanisms. Engaged employees tend to have high energy levels, enabling them to complete their work more effectively and efficiently (Ismail et al., 2025). They also demonstrate greater dedication to their work, making them more willing to contribute beyond the formal demands of their jobs. Furthermore, high engagement makes employees more focused on their work and better able to maintain consistent performance quality (Sabila & Izzati, 2025). The accumulation of various positive behaviors ultimately has an impact on improving individual, team and organizational performance (Sudaryanto & Hanny, 2023).

Despite this, various organizations still face challenges in building and maintaining employee work engagement. High work pressure, role ambiguity, lack of organizational support, ineffective leadership, and limited career development opportunities are some of the factors that can reduce employee engagement levels (Prasetiawan et al., 2025). When employees don't feel connected to their work, they tend to perform tasks merely as an obligation without any emotional commitment to the organization. This condition can have various negative consequences that impact not only the individual but also the overall performance of the organization (Marinda et al., 2023).

Apart from impacting individual productivity, low work engagement can also affect team work dynamics and organizational culture (Kurnia & Azzuhri, n.d.). Employees who are not engaged in their work tend to participate less in team activities, are reluctant to share knowledge, and exhibit less collaborative behavior (L. Marlina, 2025). In the long term, this situation can hinder innovation, reduce service quality, and reduce an organization's ability to cope with increasingly complex business environments. Organizations also face the potential for missing

out on various development opportunities due to a lack of active employee contribution (Poernamasari et al., 2023).

Although research on work engagement has grown rapidly, existing research findings are still scattered across different organizational contexts, industry sectors, and methodological approaches. This situation indicates the need for a more comprehensive study to understand how work engagement contributes to improved organizational performance and the factors that influence this relationship. Through a literature review approach, various research findings can be systematically analyzed and synthesized, resulting in a deeper understanding of the role of work engagement in improving organizational performance.

Based on this description, work engagement is a crucial factor with strategic implications for organizational success. High levels of work engagement can increase productivity, work quality, innovation, collaboration, and overall organizational performance. Conversely, low levels of work engagement can lead to various problems such as decreased productivity, increased work stress, low organizational commitment, and high employee turnover. Therefore, this literature review article aims to comprehensively examine various research findings regarding the role of work engagement in improving organizational performance and provide theoretical and practical implications for the development of future human resource management strategies. Against this backdrop, this study aims to explore the following research questions:

1. How does work engagement play a role in improving organizational performance?

METHOD

This study adopts a structured literature review approach by combining Library Research and Systematic Literature Review (SLR) methods to ensure a comprehensive and rigorous examination of existing scholarly literature related to the research topic.

Library Research

Library research is conducted through the systematic collection, review, and synthesis of relevant academic sources obtained from libraries, scientific databases, and digital repositories. This approach serves as the foundation for developing theoretical understanding and providing contextual insights into the subject under investigation.

Systematic Literature Review (SLR)

The Systematic Literature Review (SLR) method is employed to identify, evaluate, and synthesize previous studies relevant to the research focus in a systematic and transparent manner. Through predefined inclusion and exclusion criteria, the SLR process helps reduce potential bias and enhances the reliability and validity of the review findings. Furthermore, this method ensures that the literature selection process can be replicated and critically assessed by other researchers.

Qualitative Analysis

The selected literature is analyzed using a qualitative approach to identify recurring themes, research trends, and existing gaps within the field of study. Qualitative analysis enables a deeper interpretation of findings and facilitates a comprehensive understanding of the relationships among concepts discussed in previous studies. As an exploratory research approach, qualitative analysis is particularly useful for uncovering patterns and generating meaningful insights from the reviewed literature (S. Marlina, 2025). To ensure the credibility and comprehensiveness of the review, scholarly sources were obtained from reputable academic platforms, including Google Scholar, Mendeley, and institutional repositories. These sources consist of peer-reviewed journal articles, systematic reviews, and other relevant scientific publications. By integrating Library Research, Systematic Literature Review, and qualitative analysis, this study provides a systematic, comprehensive, and reliable synthesis of existing knowledge related to the research topic.

RESULTS AND DISCUSSION

Results

The findings from this literature review on the role of employee engagement in improving organizational performance are based on research articles published in internationally recognized journals indexed by Google Scholar and Scopus. Key insights gained from these studies will be explained in the following sections.

The Role of Work Engagement in Enhancing Organizational Performance

A review of previous studies shows that work engagement plays a significant role in improving organizational performance. Across various organizational contexts, engaged employees consistently demonstrate higher levels of energy, dedication, and absorption in their work, which positively contribute to individual and organizational outcomes.

One of the most frequently reported findings is that work engagement can increase employee productivity and job performance (Galu & Fahrul, 2025). Highly engaged employees tend to invest more effort in completing their tasks, show greater persistence when faced with challenges, and consistently strive to achieve organizational goals (Malyashafa & Utami, 2025). Bakker, (2011) explains that engaged employees are more productive, proactive, and willing to go beyond their formal job responsibilities, which ultimately increases organizational effectiveness.

Previous research has also highlighted the contribution of work engagement to organizational commitment and employee retention. Based on research conducted by Wahyudi et al., (2025) Employees with high levels of engagement are more likely to develop strong emotional attachments to their organizations and exhibit lower intentions to quit. This benefits organizations by reducing recruitment and training costs while maintaining workforce stability. Other previous research has examined the relationship between job engagement and innovation. Engaged employees are more willing to share ideas, collaborate with colleagues, and participate in problem-solving activities (Ankesa, 2025).

Furthermore, previous research conducted by Setyawan, (2021) Research shows that job engagement contributes to higher levels of job satisfaction and teamwork effectiveness. Engaged employees generally experience more positive emotions at work, maintain better relationships with colleagues, and actively support team goals (Drastiana, 2016). Such conditions foster a positive organizational climate that enhances collective performance and service quality (Nopriani et al., 2025).

Disengaged employees tend to exhibit reduced motivation, lower productivity, limited initiative, and weaker commitment to organizational goals (Vindriana, 2023). Over time, these conditions can increase absenteeism, intention to quit, and burnout, ultimately reducing organizational performance. Overall, findings consistently indicate that work engagement serves as a strategic human resource factor that supports organizational performance by increasing productivity, commitment, innovation, job satisfaction, and employee retention. Organizations that actively foster employee engagement are more likely to achieve sustainable performance and maintain a competitive advantage in a dynamic business environment.

Previous Research

Table 1 below contains previous research and serves as a basis for establishing research hypotheses by examining the findings of previous studies and identifying similarities and differences with the planned research.

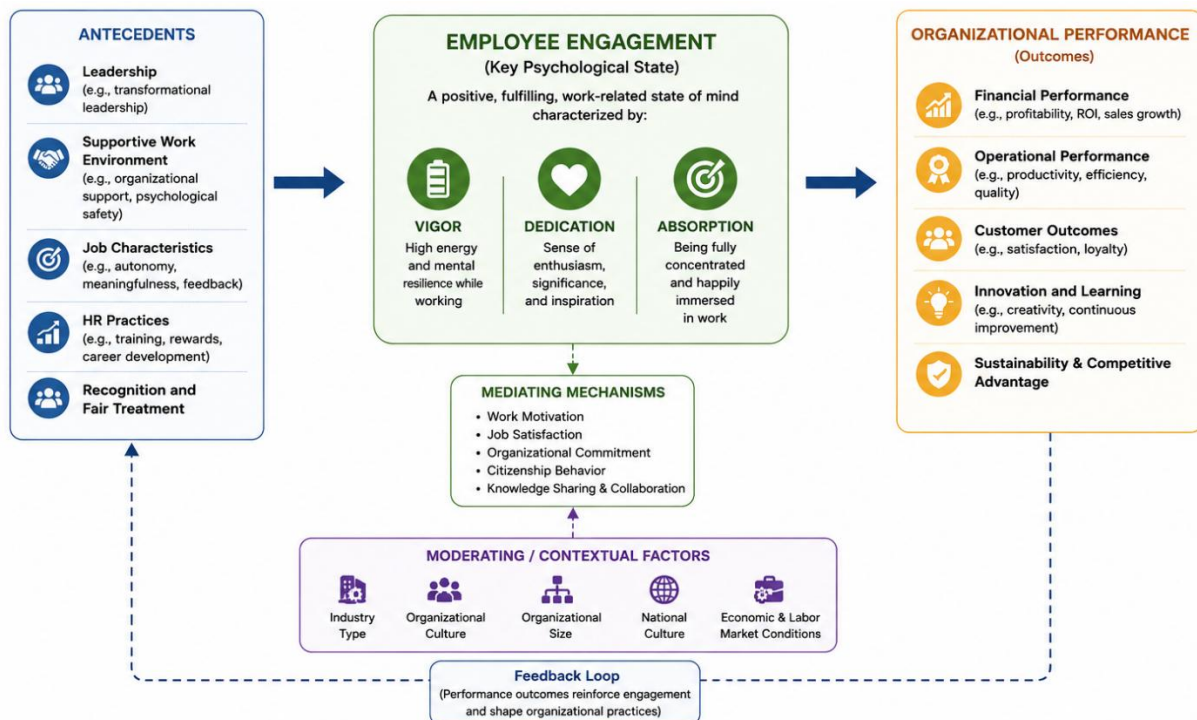
Table 1. Synthesis of Previous Research on Work Engagement and Organizational Performance

No	Author and Years	Research Title	Method	Key Research Findings
1	Bakker, (2011)	An Evidence-Based Model of Work Engagement	Literature Review	Work engagement increases employee productivity, proactivity, and performance.

2	Błażej Motyka, (2018)	Employee Engagement and Performance: A Systematic Literature Review	Systematic Literature Review	Engagement is related to improving various dimensions of work performance.
3	Anwar, (2020)	Impact of Employee Engagement on Organisational Performance	Systematic Review	Engagement contributes to improving overall organizational performance.
4	Kurniawati and Raharja, (2023)	The Influence of Employee Engagement on Organizational Performance	Systematic Literature Review	Employee engagement memiliki hubungan signifikan dengan organizational performance.
5	Panigrahi, (2024)	The Interplay of Organizational Commitment and Employee Engagement in Driving Performance	Systematic Review	Organizational engagement and commitment improve individual and organizational performance.

Conceptual Framework

Based on the research results, previous research, and the discussion above, the following framework has been determined:



Source: Research Results, 2026

Figure 1. Research Framework

This conceptual framework illustrates the central role of employee engagement in enhancing organizational performance. It is based on the assumption that employee engagement acts as a key psychological state that links various organizational factors to positive organizational outcomes. According to research conducted by Sukoco, (2020), Employee engagement is characterized by three main dimensions: passion, dedication, and absorption. Passion refers to high levels of energy and mental resilience while working, dedication reflects a strong sense of importance and enthusiasm for the work, and absorption describes a state of full concentration and immersion in work activities.

This framework suggests that employee engagement is influenced by several antecedent factors. These factors include leadership, a supportive work environment, job characteristics, human resource management practices, and employee recognition. Effective leadership,

particularly transformational leadership, has been widely recognized as a critical driver of employee engagement because leaders can inspire, motivate, and support employees to perform at their best (Pabendon, 2024). Similarly, a supportive work environment characterized by trust, fairness, and organizational support encourages employees to become more psychologically connected to their work (Student et al., 2021).

This framework also recognizes the role of contextual factors, including organizational culture, industry characteristics, organizational size, national culture, and economic conditions. These factors can strengthen or weaken the relationship between employee engagement and organizational performance (Kuntadi et al., 2022). Organizations with supportive cultures and effective leadership systems are more likely to benefit from the positive effects of engagement than organizations characterized by rigid structures and limited employee engagement (Madjidu, 2022). When employees perceive that their contributions result in organizational success, they are more likely to experience higher levels of satisfaction, motivation, and commitment. This creates a virtuous cycle in which employee engagement enhances organizational performance, while organizational success further strengthens employee engagement (Nugroho & Ratnawati, 2021).

Discussion

The findings from this literature review indicate that employee engagement plays a crucial role in improving organizational performance. Most previous studies consistently show that engaged employees tend to exhibit higher levels of productivity, commitment, innovation, and job satisfaction compared to employees with lower levels of engagement. These findings support the argument that employee engagement is not only an individual psychological state but also a strategic organizational resource capable of enhancing overall organizational effectiveness. One of the primary mechanisms through which employee engagement improves organizational performance is increased employee productivity. According to Bakker, (2011), Highly engaged employees invest greater physical, cognitive, and emotional resources into their work, resulting in improved task performance and higher productivity. Another study conducted by Błażej Motyka, (2018) found that employee engagement positively influences various dimensions of work performance, including efficiency, effectiveness, and work quality. These findings suggest that organizations with highly engaged employees are more likely to achieve operational goals and maintain a competitive advantage.

Furthermore, employee engagement contributes to the development of a positive organizational climate (Ong & Mahazan, 2020). Drastiana, (2016) found that engaged employees tend to experience higher job satisfaction and maintain stronger interpersonal relationships with coworkers. Positive workplace relationships foster teamwork, trust, and collaboration, all of which are essential for achieving organizational goals. In this context, employee engagement creates a work environment that supports individual and collective performance. Conversely, the literature reveals several negative consequences associated with low employee engagement. Disengaged employees often exhibit reduced motivation, lower productivity, limited initiative, and weaker organizational commitment (Vindriana, 2023). Over time, these conditions can increase absenteeism, burnout, and intention to quit, ultimately reducing organizational effectiveness. These findings suggest that organizations that fail to foster employee engagement risk declining performance and struggle to retain a competitive workforce.

These findings also indicate that employee engagement is influenced by various organizational factors. Leadership, organizational culture, work environment, recognition, and career development opportunities consistently emerged as key antecedents of engagement. Transformational leadership, in particular, plays a crucial role in motivating employees and fostering a psychological connection to their work. Therefore, organizations seeking to improve performance should focus on creating a supportive work environment and implementing human resource management practices that foster employee engagement. Overall, the reviewed

literature confirms that employee engagement serves as a critical link between human resource management practices and organizational performance. By fostering engagement, organizations can improve productivity, innovation, employee retention, and organizational effectiveness, thereby enhancing their ability to achieve sustained success in an increasingly competitive business environment.

CONCLUSION

Based on the literature reviewed, it can be concluded that employee engagement plays a crucial role in improving organizational performance. Employees who demonstrate high levels of engagement tend to be more productive, committed, innovative, and satisfied with their work. These positive outcomes contribute directly to organizational effectiveness, service quality, employee retention, and long-term organizational success. The review further indicates that employee engagement is influenced by several factors, including leadership, organizational culture, work environment, job characteristics, recognition, and human resource management practices. Organizations that successfully create supportive and engaging work environments are more likely to benefit from improved employee performance and stronger organizational outcomes.

Conversely, low levels of employee engagement may result in reduced motivation, decreased productivity, increased absenteeism, burnout, and higher turnover intentions, which can negatively affect organizational performance. Therefore, employee engagement should be considered a strategic priority within human resource management. In conclusion, employee engagement serves as a key organizational asset that strengthens workforce performance and contributes to sustainable organizational competitiveness. Future studies are encouraged to explore mediating and moderating variables that may further explain the relationship between employee engagement and organizational performance across different industries and organizational contexts.

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