

PAPER NAME

**5323-16103-1-PB.pdf**

WORD COUNT

**3297 Words**

CHARACTER COUNT

**20299 Characters**

PAGE COUNT

**7 Pages**

FILE SIZE

**838.3KB**

SUBMISSION DATE

**Dec 22, 2023 6:02 AM GMT+7**

REPORT DATE

**Dec 22, 2023 6:03 AM GMT+7**

### ● 3% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 3% Publications database
- Crossref Posted Content database
- Crossref database
- 0% Submitted Works database

### ● Excluded from Similarity Report

- Internet database
- Quoted material
- Small Matches (Less than 10 words)
- Bibliographic material
- Cited material



## The Perception of Organizational Commitment and Employee Engagement: A Literature Review

Yuni Afianti; Ahmad Azmy

Faculty of Economy & Business, Paramadina University, Jakarta, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v10i12.5323>

### **Abstract**

Employee engagement is a means to achieve the goal of organization. In this study, the researchers define transformational leadership model as a variable that can affect employee engagement. The employee engagement includes improving the employees' responsibilities, motivating the coworkers, and influencing the employees' performance. Accordingly, a study in line with the determinant of employee engagement is needed. This is qualitative research based on literature review the perception of employee engagement. It is important to identify the root factors that lead to employees being engaged. Employee Engagement is influenced by perceptions of organizational support and organizational justice. The aim of this empirical study was to learn more about the factors that influence employee engagement, such as motivation in the Ministry of Industry.

**Keywords:** *Employee Engagement; Organizational Commitment*

### **Introduction**

The era of globalization requires companies or organizations to be more productive with efficiency and effectiveness. Organizations must be able to compete with other organizations in order to survive and achieve company goals. This involves all elements of the organization such as management, employees, machines and equipment, etc. Management must be able to manage all resources in order to achieve organizational/company goals and win the competition.

The era of globalization makes the space for competition unlimited. Companies from abroad have expanded their business scope across countries. The government as a policy maker and partner of domestic companies/organizations must manage its employees optimally. Domestic organizations/companies need to receive support from government policies to be able to compete with foreign organizations/companies. The quality of government work output, such as policies and other output, depends on the performance of civil servants. Therefore, the performance of civil servants needs to be optimal so that the government's vision or goals can be achieved (Purwanto, 2020).

Employee performance is one of the main factors to influence organizational progress. The higher or better the performance of employees then the goal of the organization will be more easily achieved,

and otherwise that occurs when the performance of employees is low. Performance is something that can not be separated in the organization (Triastuti, 2018).

### Objectives of Study

Explore what are thought to be the outcomes of engagement for organisations and their employees and how they can be measured. Review what the current literature tells us are the key drivers and barriers to engagement. Consider how to develop a culture supportive of engagement. This review will be relevant to a wide audience whether you are new to engagement or whether you are working to improve and maintain engagement levels in your organisation.

### **Theoretical Review**

Employee engagement is the level of involvement and dedication felt by team members towards their individual work and the organization where they work. This plays an important role in employee engagement, satisfaction and performance. Employees who have high commitment tend to be more dedicated, productive, and tend to stay in the organization. Dedication is a person's involvement in a job and having enthusiasm and pride (Pratiwi & Syahrizal, 2019).

Employee engagement refers to the emotional and psychological connection that employees have to their work and the organization they work for. It is a measure of their commitment, motivation and engagement in their role. Engaged employees are more likely to be productive, satisfied, and dedicated to achieving organizational goals (Munparidi & Sayuti, 2020).

To increase employee engagement, organizations can implement various strategies. First, fostering open communication and creating a culture of dialogue can help employees feel heard and valued. This can be achieved through regular team meetings, feedback sessions, and employee surveys. Second, organizations can invest in employee development and provide opportunities for growth and learning. This can include training programs, mentoring, and career advancement opportunities. By investing in the professional development of its employees, an organization can demonstrate its commitment to the growth of its employees. Third, recognizing and rewarding employees' efforts and achievements can have a significant impact on their level of engagement. This can be done through formal recognition programs, performance-based bonuses, or even simple actions such as verbal appreciation and thanks. Additionally, providing a positive work environment is essential for employee engagement. This includes encouraging work-life balance, ensuring fair and equitable policies, and fostering a supportive and inclusive culture.

Employee engagement is an important aspect of organizational success in today's competitive world. It refers to the level of commitment, passion and enthusiasm that employees have towards their work and the organization they work for. Engaged employees are more likely to go above and beyond their job responsibilities, contribute to organizational goals, and stay with the company long-term. In this article, we will provide a comprehensive overview of employee engagement, exploring its definition, importance, factors that influence engagement, and strategies for cultivating a highly engaged workforce.

The business world that requires high efficiency and effectiveness requires human resources who are able to think critically, have the ability to compete and can act quickly. For this reason, companies are required to improve the quality of human resources which has an impact on improving employee performance. Its contribution to the company will also increase if the company has a lot of human resources like this. Apart from this increase, quality human resources can also help companies achieve positive performance, thereby making the company's resilience stronger in facing increasingly fierce competition.

A company cannot survive without the support of reliable employees who are aligned with the company's vision and mission. Companies need to pay attention to investing in their organization's human resources and fostering employee engagement. There are several factors that influence employee engagement. (Amstrong, 2008) states that employee engagement is influenced by the work itself, the work environment, leadership, opportunities for self-development, and opportunities to contribute. (Estherina et al., 2019; Lockwood, 2007) in (Robertson-Smith & Markwick, 2009) stated that employee engagement is influenced by organizational culture and leadership factors, the quality of communication within the organization, the management style applied, the level of trust and respect for work environment, and the reputation of the organization itself.

Organizational commitment can influence employee engagement. Organizational commitment is an emotional bond between an employee and an organization that is born from trust, the desire to achieve goals, and the desire to remain a member of the organization (Chaerunissa & Pancasasti, 2021). This is what causes employees to remain in the organization, both in positive and negative situations. The strength of an employee's commitment to the company also determines the employee's personality and behavior while working at the company. Organizational efforts enable employees to stay on task and achieve expected results. Employees who contribute more to the company usually demonstrate better qualities, are more holistic in their work, and have lower turnover within the company.

There are three types of organizational commitment, namely affective commitment (active commitment to the organization), continuity commitment (fear of loss and attachment to the organization), and normative commitment (feeling obliged to stay with the organization). To increase organizational commitment, organizations can invest in employee development, improve communication and leadership, provide recognition and rewards, and create a positive work environment.

Employee actions are influenced by motivation. In accordance with expectancy theory, employee actions tend to be carried out because of the hope of the results that will be obtained, this means that optimal service quality will be achieved when employees believe that the effort will result in a good performance assessment (Rivai, 2004; Wahyudi, 2016). This hope theory was put forward by Victor H. Vroom, who stated that the force that motivates a person to work diligently in carrying out his work depends on the reciprocal relationship between what he wants and needs from the results of that work. How much does he believe the company will satisfy his desires as a reward for his efforts? Expectancy theory aims to determine actions that will produce the expectations desired by a worker. This theory states that individuals will evaluate certain action strategies, such as working hard and trying more and will take actions that are expected to get a return such as a salary increase or an award that is valuable to the individual (Hasibuan, 2013).

Transformational leadership is a leadership approach that makes efforts to change awareness, raise enthusiasm and inspire subordinates or organizational members to expend extra effort in achieving organizational goals, without feeling pressured or pressured (Febrianti & Sulastri, 2019). Leaders with a transformational leadership style are able to inspire and motivate followers to achieve greater results than planned. There are four characteristics of transformational leadership, namely idealized influence, inspirational, intellectual stimulation, and individualized consideration.

## **Research Method**

For this research, the methodology we used is the literature method. Bugin (2008) interprets literature method as one of data collection method used in social research methodology to discover historic data. While Sugiyono (2013) views literature method as notation to previous events in from of writings, drawings, and monumental creations of some people. And in this case research source tend to be secondary, which is data that required in supporting research outcomes from literatures, articles, and any

source related to research (Sugiyono, 2013). In this research, secondary literature material from some site is included such as proquest.com, managejournal.com, academia.edu, hrd.sagepub.com, sciedu press, etc.



Picture 1. Relations organizational commitment, employee engagement

Some empirical researches showed that there is a positive correlation between employee engagement and organizational performance. Harter et al. (2002) research showed that the correlation between employee engagement and employee turnover is -0.30, the correlation with customer satisfaction is 0.33, and the correlation with employee profit is 0.17. Salanova et al. (2005) found that the level of employee engagement can affect the organization's service climate through the study of the quality of hotel and restaurant services, and thus affect the performance of employees and customer loyalty. Wyatt Consulting's research showed that employee engagement is closely related to shareholder returns. The average return to shareholders by employees with lower engagement, medium engagement, and high engagement within 3 years are 76 percent, 90 percent and 112 percent, respectively (Zhao & Sun, 2010). Xanthopoulou et al. (2009) stated that employee engagement can have a positive effect on the financial performance of the organization. Based on human strengths, after years of empirical analysis, Harter et al. (2002) proved that employee engagement is a —soft index that affects organizational performance, and it is related to the five major indicators of organizational performance—productivity, profitability, customer loyalty, employee retention, and security.

## ***Discussion***

### **Transformational Leadership**

The quality of leaders is an important factor in the success and failure of organizations in achieving the goals of both public organizations and business organizations. Leaders play a big role in employee management. One of them is that leaders provide motivation so that employees can produce the expected performance. The quality of leadership together with employee involvement influences service performance (Mukhsin, 2017).

Transformational leadership has a positive and significant influence on employee performance (Prasetyaningtyas et al., 2020; Setiadi & Lutfi, 2021). The more effective a leader is with transformational leadership, the more employee performance will improve. A leader with a transformational leadership style is a leader who has a clear vision and is able to communicate it well to each member. In addition, transformational leaders provide a sense of optimism and increase motivation for each member. Transformational leadership has a strong and significant influence on job satisfaction (Prasetyaningtyas et al., 2020).

## Organizational Commitment and Employee Engagement

Employee involvement has a significant influence on organizational commitment (Pawestri & Pradhanawati, 2018). Increased employee involvement will increase organizational commitment.

Organizational commitment and employee involvement have an influence on employee performance. Organizational commitment can take the form of positive values that become a culture that employees are proud of. Or other things that make employees feel comfortable in the organization. Reminding employee involvement can be done by placing employee competencies in accordance with the company's vision and mission. Organizational commitment does not have an influence on employee performance, but employee involvement can have an influence on employee performance. The influence of organizational commitment on employee performance can be influenced by job satisfaction. Job satisfaction can be an intervening variable on organizational commitment and employee performance.

Job satisfaction is a significant mediating variable that influences employee performance. Employee involvement has a positive influence on job satisfaction. Employee engagement can be increased by providing encouragement, praising employees with high dedication and providing support with good work facilities to employees with above average performance (Rahmawati & Khurosani, 2020). The company's appreciation and recognition of outstanding employees is a small thing that can influence employee happiness and loyalty (Alrashid, 2019).

Organizational Commitment According to Robbins (2001) organizational commitment is one of the work attitudes that reflects the feelings of each individual (like or dislike) to the organization in place where there is work. Commitment is the ability and willingness to align personal behavior with the needs, priorities, and purpose of the organization. This includes ways to develop purpose or fulfill the needs of organizations that essentially prioritize the mission of the organization rather than personal interests (Soekidjan, 2009).

## Conclusion

Organizational Commitment has positive and significant effect on Employee Performance, it means if Organizational Commitment is given well, that it can increase the Employee Performance. In the opposite way, if Organizational Commitment is given badly it will also decrease the Employee Performance.

## References

- Alrashid, E. R. (2019). Human Sigma Optimization: Improving Employee Engagement Case Study of Retail Banking in Indonesia. *Jurnal Manajemen & Bisnis Madani*, 1(2), 159–167. <https://journal.paramadina.ac.id/index.php/madani/article/view/151>.
- Soekidjan. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- Amstrong, M. (2008). *Strategic Human Resource Management* (4th ed.). London and Philadelphia: Kogan Page.
- Chaerunissa, E., & Pancasasti, R. (2021). Pengaruh Employee Engagement dan Commitment Organization terhadap Kinerja Pegawai melalui Kepuasan Kerja Pegawai sebagai Variabel Intervening. *Jurnal Riset Bisnis Dan Manajemen Tirtayasa (JRBMT)*, 5(2), 126–146. <https://doi.org/10.48181/jrbmt.v5i2.13080>.

- Estherina, Y., Puspitarini, E. S., & Rachmawati, R. (2019). Pengaruh dari Identifikasi Organisasi terhadap Keterikatan Kerja Karyawan: Studi Kasus pada Dosen di Universitas Patron. *Civil Service: Jurnal Kebijakan Dan Manajemen PNS*, 13(2), 73–82. <https://jurnal.bkn.go.id/index.php/asn/article/view/224>.
- Febrianti, R., & Sulastri. (2019). Pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior dengan Budaya Organisasi sebagai Variabel Mediasi pada Rumah Sakit Bhayangkara Padang. *Jurnal Kajian Manajemen Dan Wirausaha*, 1(2), 63–72. <https://doi.org/http://dx.doi.org/10.24036/jkmw0263980>.
- Hasibuan, M. S. P. (2013). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Lockwood, N. (2007). Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role. *HR Magazine*.
- Mukhsin, M. (2017). Pengaruh Kepemimpinan dan Keterlibatan Pekerja Terhadap Kinerja Pelayanan. *Jurnal Riset Bisnis Dan Manajemen (JRBM) Tirtayasa*, 1(1), 97–106. <https://doi.org/http://dx.doi.org/10.48181/jrbmt.v1i1.2610>.
- Munparidi, & Sayuti, A. J. (2020). Pengaruh Keterlibatan Karyawan Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Aplikasi Manajemen Dan Bisnis*, 1(1), 36–46. <https://jurnal.polsri.ac.id/index.php/JAMB/article/download/2031/1046/3408>.
- Pawestri, T. S., & Pradhanawati, A. (2018). Pengaruh Ketidakamanan Kerja, Keterlibatan Karyawan dan Dukungan Organisasi terhadap Kinerja Karyawan dengan Komitmen Organisasional sebagai Variabel Intervening pada Karyawan Bagian Produksi Bulu Mata Palsu PT. COSMOPROF INDOKARYA di Kabupaten Banjarnegara. *JURNAL ADMINISTRASI BISNIS*, 6(2), 80–95. <https://doi.org/10.14710/jab.v6i2.19394>.
- Prasetyaningtyas, W. S., Raharjo, K., & Afrianty, T. W. (2020). Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap knowledge sharing dan kepuasan kerja. *Jurnal Ekonomi Dan Bisnis*, 23(2), 379–399. <https://doi.org/10.24914/jeb.v23i2.3049>.
- Pratiwi, M. R., & Syahrizal. (2019). Pengaruh Keadilan Distributif dan Keadilan Prosedural terhadap Keterikatan Karyawan dengan Persepsi Dukungan Organisasi sebagai Variabel Mediasi pada PT. Bangun Persada Kahuripan. *Jurnal Kajian Manajemen Dan Wirausaha*, 1(2), 34–43. <https://doi.org/http://dx.doi.org/10.24036/jkmw0263950>.
- Purwanto, J. H. (2020). Analisis Budaya Kerja Aparatur Sipil Negara: Studi Kasus Pada Badan Pengembangan Sumber Daya Manusia Provinsi Jawa Barat. *Jurnal Pembangunan Dan Administrasi Publik*, 2(2), 59–81. <https://doi.org/https://doi.org/10.32834/jpap.v2i2.237>.
- Triastuti. (2018). Pengaruh Lingkungan Kerja, Kompetensi dan Iklim Organisasi Terhadap Kinerja Pegawai Pada Bank BJB Cabang Tasikmalaya. *Journal of Management Review*, 151-160.
- Rahmawati, A., & Khurosani, A. (2020). Analisis Keterlibatan Dan Keamanan Kerja Terhadap Intensi Turnover Karyawan Outsourcing Millenial Melalui Kepuasan Kerja (Studi Empiris Pada Divisi Sentra Operasi (STO) Kantor Pusat PT Bank Rakyat Indonesia Tbk.). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 4(1), 36. <https://doi.org/10.48181/jrbmt.v4i1.9608>.
- Rivai, V. (2004). *Manajemen Sumber Daya Manusia untuk Perusahaan*. PT Raja Grafindo Persada.

- Robertson-Smith, G., & Markwick, C. (2009). *Employee engagement: a review of current thinking*. Institute for Employment Studies. chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.employment-studies.co.uk/system/files/resources/files/469.pdf.
- Setiadi, M. T., & Lutfi, L. (2021). Pengaruh Kepemimpinan Transformasional Dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Disiplin Kerja Sebagai Variabel Intervening (Studi Pada Dinas Pekerjaan Umum Dan Penataan Ruang Provinsi Banten). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 5(2), 200–217. <https://doi.org/10.48181/jrbmt.v5i2.13189>.
- Wahyudi, A. (2016). Pengaruh Penilaian Kinerja, Disiplin Kerja, dan Komitmen Organisasi terhadap Motivasi Kerja Karyawan Matahari Departement Store Tunjungan Plaza Surabaya. *E-Jurnal Manajemen Kinerja*, 2(1). <https://jurnal.narotama.ac.id/index.php/manajemenkinerja/article/view/93>.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of applied psychology*, 87(2), 268-279. <https://doi.org/10.1037/0021-9010.87.2.268>.
- Salanova, M., & Schaufeli, W. B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behavior. *International journal of human resource management*, 19, 116-131. <https://doi.org/10.1080/09585190701763982>.
- Zhao, X. Y., & Sun, J. (2010). A literature review on employee engagement. *Journal of Beijing university of posts and telecommunications*, 12(5), 93-98.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of applied psychology*, 87(2), 268-279. <https://doi.org/10.1037/0021-9010.87.2.268>.

## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).



**3% Overall Similarity**

Top sources found in the following databases:

- 3% Publications database
- Crossref database
- Crossref Posted Content database
- 0% Submitted Works database

TOP SOURCES

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

- 1

**Ira Kesuma Dewi, Endang Haryati, Andy Chandra. "Story Telling dan Pe...**

Crossref

<1%

---
- 2

**Ikhsan Naufal Dwilaksana, Rosana Eri Puspita, Mochlasin Mochlasin, A...**

Crossref

<1%

---
- 3

**Bolden, Richard, Hawkins, Beverley, Gosling, Jonathan. "Exploring Lead...**

Publication

<1%

---
- 4

**Juan Martínez Tomás. "Especificación del modelo de habilidades, moti...**

Crossref posted content

<1%

---
- 5

**Juhji Juhji, Ilzamudin Ma'mur, Enung Nugraha, Arisal Nurhadi, Nafan T...**

Crossref

<1%