



Organizational Commitment, Employee Engagement, and Employee Performance: A Literature Review

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Abstract: The aim of this paper is to provide a structured literature review on the constructs of organizational commitment, employee engagement, employee performance, and empirical evidence on the relationship between organizational commitment, employee engagement, and employee performance. 24 (twenty four) papers published during 2017-2022 that investigate organizational commitment, employee engagement, employee performance, and the relationship between organizational commitment, employee engagement, employee performance were reviewed. The results of the review show that organizational commitment and employee engagement have positive and significant effect on employee performance.

Keywords: Organizational Commitment, Employee Engagement, Employee Performance, Literature Review

INTRODUCTION

Every organization will strive to become an organization that has high performance. High performance will help the organization to realize its goals effectively and efficiently. But today, the challenge to improve organizational performance has increased along with accelerated competition among organizations, the struggle to manage the quality of the workplace, globalization, and the rising expectation of citizens. Employees (people) are essential resources for all organization (both profit-oriented or nonprofit-oriented, and both private or public sectors). High-performing employees will determine the success of the organization and vice versa. The achievement of organizational goals will be largely determined by the performance of the organization's employees. For this reason, organizational managers must pay great attention to employee performance, and design organizational human resource management programs that can encourage employee performance. In addition, organizational managers must also pay attention to the factors that affect the performance of their employees.

There are several factors identified that can affect employee performance. Two of them will be discussed in this paper. One of the factors that are believed to affect employee performance is organizational commitment. Another factor that is also believed to affect employee performance is employee engagement. Research on organizational commitment, employee engagement, employee performance and the relationship between the three has become a widely researched topic in the field of organizational behavior.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment has become one of the most popular work attitudes studied by practitioners and researchers. Organizational commitment stresses attachment to the organization, including to its goals and values. An employee with strong organizational commitment identifies with his/her organization and its goals and wishes to remain a member. Emotional attachment to an organization and belief in its values is the gold standard for employee commitment.

According to Luthans et al (2021), organizational commitment is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being. Organizational commitment can also be defined as the degree to which an employee identifies with the organization and its goals and wants to stay with the organization (Griffin et al., 2019; Kinicki, 2021; Robbins & Judge, 2021). Meanwhile, Colquitt et al (2019) define organizational commitment as the desire on the part of an employee to remain a member of the organization. In essence, organizational commitment can be interpreted as the extent to which employees are loyal to the organization and have the desire to remain a member of the organization and are committed to organizational goals.

An employee with strong organizational commitment identifies with his/her organization and its goals and wishes to remain a member. Emotional attachment to an organization and belief in its values is the gold standard for employee commitment (Robbins & Judge, 2021). Organizational commitment influences whether an employee stays a member of the organization or leaves to pursue another job (Colquitt et al., 2019). This linkage between employee and organization has implications for whether someone tends to remain in an organization (John & Saks, 2019).

Employee Engagement

The concept of employee engagement was developed by Kahn (1990) through ethnographic data collected in an architectural firm and in a summer camp (Ismail et al., 2019). Employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance. (Kahn, 1990; Kinicki, 2021).

According to Griffin et al (2019), employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work. McKenna (2020) defines employee engagement as the relative strength of an individual's identification with and involvement in an organization. Employee engagement can be interpreted as a positive work-related state of mind that is characterized by vigour, dedication, and absorption (John and Saks, 2019) or the degree of enthusiasm an employee feels for the job (Robbins & Judge, 2021). In essence, employee engagement is positive feels or enthusiasm of an employee for his/her job, organization, manager, or coworker.

Employee Performance

Mangkunegara (2013) defines employee performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. According to Parveen (2019), performance of employees is the capacity of task completion of employee in a good way or in a bad way.

Hendri (2019) defines employee performance as the work results by the employee individually during a certain period of time in accordance with the authority and responsibility of each employee. Meanwhile, according to Harwiki (2019), employee performance is the value of a series of employee behavior that contributes, both positively and negatively, there is a settlement of organizational goals. In essence, employee performance is the result obtained by an employee as a result of carrying out his duties and responsibilities in a certain period that contributes positively or negatively to the achievement of organizational goals.

RESULTS AND DISCUSSION

Empirical Evidence about the Relationship between Organizational Commitment, Employee Engagement, and Employee Performance

Work of Salim Musabah Bakhit Al Zefeiti and Noor Azmi Mohamad (2017)

Al-Zefeiti and Mohamad (2017) investigated the influence of organizational commitment on employee performance in the context of Omani governmental organizations. Data collection technique is questionnaire. The number of participants was 335 middle-level managers of Omani public civil service organizations. The analysis technique uses comprised a confirmatory factor analysis, and a structural equation modeling analysis using Statistical Package for Social Sciences and analysis of moment structures (AMOS). The results of hypothesis testing indicate that organizational commitment has a positive and significant effect on employee performance.

Work of Atika Atika, Basri Modding, Baharuddin Sammaila, and Hamzah Hafied (2018)

Atika et al (2018) investigated the effect of commitment, leadership, and compensation on job satisfaction and performance of government apparatus in West Sulawesi Province (Indonesia). Data collection technique is questionnaire. The number of participants was 358 government apparatus in West Sulawesi Province. The analysis technique uses structural equation model (SEM) using Lisrel. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Muhammad Irfani Hendri (2019)

Hendri (2019) investigated the mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance at PTPN XIII (Limited Liability Company) in West Kalimantan (Indonesia). Data collection technique is questionnaire. The number of participants was 130 employees at PTPN XIII (Limited Liability Company) in West Kalimantan (Indonesia). The analysis technique uses structural equation model (SEM) using PLS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Shahida Parveen (2019)

Parveen (2019) investigated the impact of organizational commitment on employees performance in textile sector of Faisalabad (Pakistan). Data collection technique is questionnaire. The number of participants was 179 employees in textile sector of Faisalabad (Pakistan). The analysis technique uses multiple regression analysis using SPSS. The results

of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Suharto Suharto, Suyanto Suyanto, and Nedi Hendri (2019)

Suharto et al (2019) investigated the impact of organizational commitment on employee performance of civil servants in Central Lampung Regency, Metro Municipality and East Lampung Regency (Lampung Province, Indonesia). Data collection technique is questionnaire. The number of participants was 350 civil servants. The analysis technique uses structural equation model (SEM) using Lisrel. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Bagas Kristian and Agatha Ferijani (2020)

Kristian and Ferijani (2020) investigated the effect of job satisfaction and organizational commitment on employee performance with OCB as the intervening variables (a case study on PT. Ulam Tiba Halim Distributor Company), Semarang, Indonesia. Data collection technique is questionnaire. The number of participants was 52 employees. The analysis technique uses structural equation modeling using SMART-PLS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Gielhan Abraham Rembet, Achmad Firdiansjah, and Sutriswanto Sutriswanto (2020)

Rembet et al (2020) investigated the effect of organizational commitment and employee engagement towards employee performance through organization citizenship behaviors at Bank Sulut Go in Java Area (Indonesia). Data collection technique is questionnaire. The number of participants was 73 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that organizational commitment and employee engagement have a positive and significant impact on employee performance.

Work of Sufia Sufia, Sofiyan Sofiyan, Nagian Toni, and Yusuf Ronny Edward (2020)

Sufia et al (2020) investigated the effect of organizational commitment and work motivation on employee performance with job satisfaction as an intervening variable at PT. Famfit Bugar Nusantara, North Sumatra (Indonesia). Data collection technique is questionnaire. The number of participants was 110 employees. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Vivi Violita (2020)

Violita (2020) investigated the effect of organizational commitment and organizational climate on employee performance in Ministry of Communication and Informatics Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 30 employees. The analysis technique uses structural equation model (SEM) using SMART-PLS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Andi Amri, Ramadhi Ramadhi, and Zulmi Ramdani (2021)

Amri et al (2021) investigated the effect of organizational commitment, work motivation, and work discipline on employee performance (case study: PT. PLN (Persero) P3B Sumatera UPT Padang), West Sumatera, Indonesia. Data collection technique is

questionnaire. The number of participants was 60 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Fachrudi Fachrudi, Parwoto Parwoto, and Ahmad Badawi Saluy (2021)

Fachrudi et al (2021) investigated the influence of leadership and organizational commitment on employee performance through working discipline as intervening variable at PT. ALS (Indonesia). Data collection technique is questionnaire. The number of participants was 50 employees. The analysis technique uses structural equation model (SEM) using SMART-PLS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Ahmad Azmy (2022)

Azmy (2022) investigated the effect of compensation and organizational commitment on employee performance during WFH at Digital Company (Indonesia). Data collection technique is questionnaire. The number of participants was 100 employees. The analysis technique uses structural equation modeling using SMART-PLS. The results of hypothesis testing indicate that organizational commitment has a positive and significant impact on employee performance.

Work of Meswantri Meswantri and Awaludin Awaludin (2018)

Meswantri and Awaludin (2018) investigated the determinant of employee engagement and its implications on employee performance at construction and building companies in DKI Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 237 employees. The analysis technique uses structural equation model (SEM) using Lisrel. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Diana Nurul Fidyah and Trias Setiawati (2019)

Fidyah and Setiawati (2019) investigated the influence of organizational culture and employee engagement on employee performance: job satisfaction as intervening variable at PT. Telkom Indonesia (Persero) Tbk. at Yogyakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 52 employees. The analysis technique uses multiple linear regression analysis, and path analysis using SPSS. The results of hypothesis testing indicate employee engagement has a positive and significant impact on employee performance.

Work of Hussein Nabil Ismail, Adnan Iqbal, and Lina Nasr (2019)

Ismail et al (2019) investigated the impact of employee engagement on employee performance in Lebanon: the mediating role of creativity in Lebanese firms (Lebanon). Data collection technique is questionnaire. The number of participants was 186 employees. The analysis technique uses stepwise multiple regression and bootstrapping methods using SPSS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Iman Sidik Nusannas, Tjutju Yuniarsih, Janah Sojanah, Disman Disman, Dhyah Mutmainnah, Muji Rahayu, and Salman Imbari (2020)

Nusannas et al (2020) investigated the effect of self-efficacy and employee engagement on employee performance in mediation by digital literation at ten national private bank branch offices in Bandung, West Java (Indonesia). Data collection technique is questionnaire.

The number of participants was 119 frontliner employees who handle digital transactions. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Chih-Hung Wang and Hsi-Tien Chen (2020)

Wang and Chen (2020) investigated the relationships among workplace incivility, work engagement and job performance at tourist hotels enterprises in Taiwan. Data collection technique is questionnaire. The number of participants was 312 frontline employees from tourist hotels enterprises. The analysis technique uses structural equation model-partial least square (SEM-PLS). The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Aiyub Aiyub, Em Yusuf, Raja Bintan, Adnan Adnan, Azhar Azhar (2021)

Aiyub et al (2021) investigated the effect of employee engagement on employee performance with organizational commitment as intervening variable and perceived organization support as a moderating variable at the Regional Secretariat of Bireuen District, in Aceh Province (Indonesia). Data collection technique is questionnaire. The number of participants was 120 employees. The analysis technique uses structural equation model-partial least square (SEM-PLS) using SMART-PLS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Qurat-ul-ain Amjed, Mumtaz Ali, Majid Ali, Muhammad Munir (2021)

Amjed et al (2021) investigated the effect of employee engagement on employee performance: investigating the moderating role of polychronicity at four major banks of Pakistan that had been operating in Rawalpindi and Islamabad. Data collection technique is questionnaire. The number of participants was 300 employees. The analysis technique uses structural equation model-partial least square (SEM-PLS) using AMOS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Putiri Bhuana Katili, W. Wibowo, and Maruf Akbar (2021)

Katili et al (2021) investigated the effect of leaderships styles, work-life balance and employee engagement on employee performance at steel industry in Banten Province (Indonesia). Data collection technique is questionnaire. The number of participants was 204 employees. The analysis technique uses structural equation model-partial least square (SEM-PLS) using Lisrel. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Elperida Juniarni Sinurat, Lailan Tawila Berampu, Alfifto Alfifto (2021)

Sinurat et al (2021) investigated the effect of employee engagement and enjoyable employee experience on employee performance at all government banks in the city of Medan, North Sumatra (Indonesia). Data collection technique is questionnaire. The number of participants was 215 female permanent employees of the marketing division. The analysis technique uses structural equation model-partial least square (SEM-PLS) using SMART-PLS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Ngaochai Sungmala, Amara Verawat (2021)

Sungmala and Verawat (2021) investigated the impact of employee engagement on employee performance: a case study of multinational corporations in Thailand. Data collection technique is questionnaire. The number of participants was 423 employees. The analysis technique uses linear regression analysis using SPSS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Retno Shinta Dewi, Junita Lubis, and Meisa Fitri Nasution (2022)

Dewi et al (2022) investigated the effect of employee engagement, employee retention and turnover intention on employee performance in Education Office of Labuhanbatu Regency, North Sumatra (Indonesia). Data collection technique is questionnaire. The number of participants was 95 employees. The analysis technique multiple linear regression using SPSS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

Work of Gusti Ray Hardiyanti, M Havidz Aima, Muhammad Ridwan (2022)

Hardiyanti et al (2022) investigated the influence of corporate culture and transformational leadership against employee performance mediated by employee engagement at PT. PLN (Persero) UP3 Kebon Jeruk, DKI Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 63 employees. The analysis technique uses structural equation model-partial least square (SEM-PLS) using SMART-PLS. The results of hypothesis testing indicate that employee engagement has a positive and significant impact on employee performance.

CONCLUSION AND RECOMMENDATION

Based on a literature review of empirical evidence regarding the relationship between organizational commitment, employee engagement, and employee performance, it can be concluded that organizational commitment and employee engagement have a positive and significant effect on employee performance (both in the public and private sectors). Based on these empirical evidences, the organization should pay great attention to efforts to increase organizational commitment and employee engagement in their human resource management programs, which in turn is expected to improve employee performance and overall organizational performance.

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