

Theoretical Study on Employee Engagement in Building Performance Organization

Deden A. Wahab Sya'roni

Master of Management

Universitas Komputer Indonesia

Bandung, Indonesia

deden.wahab@email.unikom.ac.id

Abstract - The purpose of this study was to investigate human-resource assets related to the rapidly changing global environmental conditions in which humans play an important role in an organization. Human resources are believed to be strong contributing capital whose role is expected to give more added value in an effort to get effectiveness and productivity, including the work result and the achievement shown (Performance). The method used in this practical study is descriptive literature on organizational performance determined by employee engagement with the organization. Results of the studies illustrate that such engagement employee Vigor, Dedication and Absorption drive the success of the performance. Performance, on the one hand, is the work done in accordance with their responsibilities. Performance is also often expressed as a result of someone to do a task period, the standard form of the work, including the terms of the target or the target criteria that have been agreed in advance and have been agreed. Based on descriptive analysis of the Obtained results that match that has employee engagement of human resources will be able to Achieve the performance as expected. Employee based explanatory study regarding engagement in the role of building performance. It is hoped that the organization will see the strategic value of human resources as an intangible asset that is very important to note the organization.

Keywords- *Employee, Engagement, performance*

I. INTRODUCTION

Employee engagement is a psychological situation in the form of commitment, attachment, and others in building performance. Employee Engagement is also a unique construction in the form of cognitive, emotional, and behavioral components related to the role of individual performance. Therefore, this unique construction will form individual self-awareness regarding the organization in which the individual works. In this case the employee as an

individual has an active role, is able to express themselves physically, emotionally and cognitively while carrying out their role. On the one hand Performance describes the level of achievement of the implementation of an activity with a policy basis in realizing the goals of the organization in the form of a set of outcomes (outcomes) produced by the implementation of certain functions over a certain period of time. To deal with such rapid changes in the global environment, organizations are faced with how to maintain assets that protect them. In this case human resources as intangible assets are important factors and determinants of the course of the organization. The role of human resources will provide more added value to the organization in order to achieve effectiveness through lowering costs, customer oriented in creating satisfaction and loyalty, and increasing employee productivity and commitment. The success of an organization does not only depend on the technological aspects, facilities and infrastructure, but the success of the organization is seen from the human resources who run it all. Of course, in seeing the achievement of these objectives seen as performance. Every organization or company always strives to improve the performance of its employees to achieve common goals. Therefore, an organization will produce different performance if it is managed by different people, likewise, different human resources in managing the same company assets will produce different added values. In producing good performance, several things include the presence of a high sense of attachment that employees have towards their work or organization. Robinson et al (in Anton and Fattah say that employees who are engaged are aware of the business context of the company and work with colleagues to improve performance in their work to benefit the company [1]. Individuals who have a high sense of attachment to their work will have a great sense of responsibility as well. These assets are so important for companies to know and maintain for the sustainability of their organization. Individuals like this can be motivators as motivation to others. In other cases, individuals who have a high sense of relevance to



the PRESS will have more emotional feelings for their work and organization, and usually they can do more than their responsibilities such as being involved in all activities within the organization.

At the moment there are several studies regarding employee engagement. Among them research Ferry and Ike conducted research on the role of social support in the workplace against work attachments. Social support in organizations has an important role to build a healthy and friendly social environment [2]. A healthy and friendly social environment will also form good interpersonal communication. This will provide support for members of the organization when working. Social support makes organizational members eager to do work even though it feels so heavy. The enthusiasm and support given to members of the organization will be able to change the feeling that was originally saturated in work to be cheerful and excited again. Based on this, researchers see a link between social support in the workplace and work attachments. Therefore, it is interesting to be associated with its performance. Dematria and Hendriady conduct research on the application of recruitment systems to increase employee engagement [3]. One of the factors that can shape employee engagement, whether it is increasing employee engagement, even lowering it, is the recruitment system in the company concerned. Siva Kumar's research examines employee management, job satisfaction, abilities and skills. The aim is to know the demographic factors of employees in private sector banks. To know the conducive working environment in private sector banks, and to find out the measures on employee engagement levels in the bank's private sector [4]. Preeti Thakur conducted a study on the effect of employee engagement on job satisfaction in the IT sector [5]. Employee engagement is a complex concept, with many issues influencing engagement levels. Consequently, there are many pathways to foster engagement, with no one "kit" that fits all organizations. While each company may define employee engagement differently, ultimately, the key to effective engagement will be rooted in the flexibility of the most appropriate for each individual firm approach. Vincentia and Fibria conducted a study on the effect of employee engagement on organizational citizenship behavior [6]. The results show that Employee engagement has a significant effect on Organizational Citizenship Behavior. Mohammad and Al-Mahasneh examined the impact of organizational citizenship behavior (OCB) on Job Performance at JORDAN. That OCB has a positive effect on performance in Greater Amman Municipality [7]. Likewise, the research conducted by Giga Fedora and Dian Ratna shows that there is a relationship between organizational support and employee engagement [8]. The results of Ida Bagus Putu Aditya's research show that engagement has a significant effect on employee performance [9]. Every employee has behavior that exceeds the formal needs of work and can facilitate organizational performance. This means that human resources as a component in running a business, have demonstrated the quality of engagement, and high performance [10]. Likewise, the results of other studies,

namely from Nabilah Ramadhan & Jafar Sembiring's research, state that employee engagement does have a significant effect on performance, where employees perceive fair treatment from the company, both financially and non-financially, as well as relationship or cooperation between employees [11]. The attachment of an individual to the organization or the feeling of being involved directly in the work is one of the things that build motivation that an individual can provide at work [12]. Employees who have attachments will be motivated to give their best effort [13], on the contrary the results of low employee engagement not only affect performance but also increase willingness to move, reduce customer service satisfaction and increase absenteeism [14].

From the results of the study, it has shown the importance of employee engagement, however there are things that need to be looked at again, namely that employee engagement can create success for the company, one of which is through improving employee performance. Employee Engagement (vigor, dedication, and absorption) has a positive and significant effect on Employee Performance in the Company. Therefore, the purpose of this study is to see how the employer management contributes to organizational performance by looking at the focus on a high level of energy, full attention and interest in work and happy to be involved in work.

II. METHOD

The method used is descriptive method which refers to the Employee Engagement literature review on Employee Performance. This method is used to identify the deeper review by describing or giving the collected collection as it is without intending to make conclusions that apply to the public or generalization. The design of this study is in the form of a road map for researchers who guide and determine the direction of the progress of this study process correctly and precisely in accordance with the stated goals, through searching and defining phenomena, identifying problems, formulating problems by making specifications of goals, choosing and provide the right concepts and variable definitions, do descriptive analysis and conclude.

III. RESULTS AND DISCUSSION

Descriptive analysis of this literature study aims to see the reasoning of the results of research on employee attachment variables and organizational performance. Employee Engagement as a unique construction consisting of cognitive, emotional, and behavioral components related to the role of individual performance. Employee engagement brings employees to a positive self-fulfillment state, thus fostering a sense of belonging and ultimately the employee will find it difficult to get away from work [15]. Employee engagement as an elusive power (commitment to the organization, pride in work, mobilization of time and energy, passion and interest) that motivates employees to perform at a higher level. Wellins and Concelman suggest that employee engagement is an employee's enthusiasm in work that occurs because employees direct their energy to work that is in line with the company's strategic priorities. This enthusiasm is formed because employees feel engaged



(feel engaged) so that it has the potential to display engaged behavior [16]. Employee engagement is an attachment as positive thinking, which is thinking to solve work-related things and characterized by vigor (energy and mental resilience when working), dedication (participating in work experiencing a sense of enthusiasm and challenge), and absorption (concentration and pleasure in working). engagement in employees is a strong emotional and intellectual relationship that is owned by employees towards their work, organization, manager or co-worker, which in turn affects him to give more effort to his work. The thing is with performance, that performance is the result of someone's work resulting from several activities in the process of carrying out work assignments that are charged to employees and a standard that is in accordance with the authority and responsibility for achieving organizational goals has been determined. Performance is the result of a person as a whole during a certain period in carrying out a task, such as work standards, targets or targets of predetermined criteria and have been mutually agreed upon [17]. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets / targets or criteria [18]. Performance or performance as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with the authority, duties and responsibilities of each in an effort to achieve the objectives of the organization legally, not violating the law and in accordance with moral or ethics. According to McClelland quoted by Anwar Prabu Mangkunegara that the characteristics of people who have high performance are as follows:

- a) Having high personal responsibility.
- b) Dare to take and bear the risks faced.
- c) Have a realistic goal
- d) Having a comprehensive work plan and striving to realize its goals.
- e) Utilizing concrete feedback in all work activities.
- f) Look for opportunities to realize plans that have been programmed [19]

The attachment of an individual to the organization or the feeling of being involved directly in the work is one of the things that builds motivation that an individual can give at work. Employees who have attachments will be motivated to give their best effort in contrast, the results of low employee engagement not only affect performance but also increase willingness to move, reduce customer service satisfaction and increase absenteeism.

IV. CONCLUSION

The frequent occurrence of standard nonconformities is a characteristic of employee engagement based on elements of vigor, then inefficient production processes, which are characteristic of employee engagement based on elements of dedication, and not progressive human resources of the company are a hallmark of low employee engagement based on absorption elements.

REFERENCE

- [1] Anton Rustono, M. Fattah. "Pengaruh Employee Engagement Terhadap Kinerja Karyawan Dana Pensiun (DAPEN) Telkom Bandung". e-Proceeding of Management. Vol.2, No.2, ISSN : 2355-9357,1955
- [2] Ferry Iswanto, Ike Agustina. "Peran Dukungan Sosial di Tempat Kerja Terhadap Keterikatan Kerja Karyawan". MEDIAPSI 2016, Vol. 2, No. 2, 38-45,2016
- [3] Dematria Pringgabaya Hendriady de Keizer. "Penerapan Sistem Rekrutmen Untuk Meningkatkan Keterikatan Karyawan". Volume 16, Nomor 2, Mei 2017, pp 133-212. Copyright © 2017 Jurnal Manajemen Maranatha, Program Studi Manajemen, Fakultas Ekonomi, Universitas Kristen Maranatha. ISSN 1411-9293 | e-ISSN 2579-4094. <http://journal.maranatha.edu/jmm>
- [4] V Siva kumar. "An empirical study on employee engagement in private sector banks". International Journal of Applied Research 2015; 1 (9): 961 -963.
- [5] Preeti Thakur .."A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector". Journal of Business Managemet & Social Science Research.ISSN: 2319-5614. Volume 3, No.5, May 2014
- [6] Vincentia, Fibria. Pengaruh Employee Engagement Terhadap Organizational Citizenship Behaviour Pada Karyawan Kantor Pusat PT Sepatu Bata, Tbk. FISIP UI, 2013.
- [7] Mohammad A. Al-Mahasneh. "The impact of Organizational Citizenship Behavior on Job Performance at Greater Amman Municipality". European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.7, No.36, 2015
- [8] Gita Fedora Ramdhani, Dian Ratna Sawitri. "Hubungan antara dukungan organisasi dengan keterikatan kerja pada karyawan pt. X di bogor". Jurnal Empati, Januari, volume 6(1),199-205, 2017
- [9] Ida Bagus Putu Aditya." Analisis Pengaruh Employee Engagement Dan Organizational Citizenship Behaviour Terhadap Kinerja Individu Karyawan (STUDI KASUS PADA PT INTI (PERSERO))": Jurnal manajemen maranatha, 2016.Vol.16, No.1.2016
- [10] Nabilah Ramadhan, Jafar Serimbing. "Pengaruh Employee Engagement Terhadap Kinerja Karyawan Di Human Capital Center PT. Telekomunikasi Indonesia" Tbk, Jurnal Manajemen Indonesia, 2014.Vol. 16 No. 1. 2014
- [11] Antonius M. Claret Hermawan Harry. engaruh Kompensasi, Status/Pengakuan Dan Kesempatan Berkembang Terhadap Tingkat Employee Engagement Karyawan Universitas Sanata Dharma. S2 thesis, UAJY.<http://e-journal.uajy.ac.id.>, 2014.
- [12] Veitzshal Rivai. Manajemen Sumber Daya Manusia Untuk Perusahaan. Cetakan Pertama. Jakarta: PT. Raja Grafindo Persada, 2004.
- [13] Marciano, Paul L. Carrots and Sticks Don't Work Build a Culture of Employee Engagement with the Principles of RESPECT. Mexico : McGraw Hill.,2010
- [14] Cataldo, P. Focusing on Employee Engagement: How to Measure It and Improve IT.Kenan Flager Business School.UNC,2011
- [15] Antonius M. Claret Hermawan Harry. Pengaruh Kompensasi, Status/Pengakuan Dan Kesempatan Berkembang Terhadap Tingkat Employee Engagement Karyawan Universitas Sanata Dharma. S2 thesis, UAJY,2014
- [16] Wellins, R. & J. Concelman. Creating a culture for engagement. Workforce Performance Solutions. Retrieved August 1, 2005 from www.WPSmag.com,2005
- [17] Veitzhla Rivai. Manajemen Sumber Daya Manusia Untuk Perusahaan. Cetakan Pertama. Jakarta: PT. Raja Grafindo Persada,2004
- [18] Robbins dan Judge. Perilaku Organisasi, Edisi Duabelas, Jakarta: Salemba Empat,2008
- [19] AA. Anwar Prabu Mangkunegara, Manajemen Sumber Daya Manusia Perusahaan. Bandung : Rosda.,2017