

The Influence of Employee Engagement on Employee Performance: Evidence from Contemporary Organizational Environments

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Abstract

Employee engagement has become one of the most important determinants influencing employee performance within contemporary organizational environments. Organizations increasingly recognize that engaged employees significantly contribute to productivity, organizational commitment, innovation, workplace effectiveness, and organizational sustainability. In modern workplaces characterized by globalization, technological transformation, organizational competition, and changing workforce expectations, employee engagement plays a strategic role in shaping employee behavior and maintaining organizational effectiveness.

This study aims to analyze the influence of employee engagement on employee performance within organizational settings. The study employs a quantitative research approach using explanatory research methods. Data were collected through structured questionnaires distributed to employees working within organizational environments. Multiple regression analysis was utilized to examine the relationship between employee engagement and employee performance.

The findings indicate that employee engagement positively and significantly influences employee performance. Employees possessing strong engagement generally demonstrate higher productivity, stronger organizational commitment, greater workplace discipline, improved communication, and stronger organizational participation. The findings support contemporary Human Resource Management theories emphasizing the strategic importance of employee engagement in improving employee productivity and organizational sustainability.

This study contributes theoretically to Human Resource Management literature regarding employee performance determinants and practically to organizational strategies aimed at improving productivity through effective employee engagement systems. The findings also emphasize the importance of integrating leadership

effectiveness, organizational support, organizational culture, employee well-being, and workplace communication to maintain organizational effectiveness.

Keywords: *employee engagement; employee performance; organizational commitment; workplace well-being; organizational sustainability*

1. Introduction

Previous studies indicate that job satisfaction contributes positively to employee productivity and organizational effectiveness (Sukmara & Permatasari, 2026b).

Leadership effectiveness has also been recognized as a significant determinant of employee performance because effective leaders contribute to employee motivation, workplace engagement, and organizational commitment (Sukmara & Permatasari, 2026c).

Furthermore, organizational culture plays a strategic role in shaping employee attitudes, workplace discipline, organizational communication, and organizational effectiveness (Sukmara & Permatasari, 2026d).

Supportive work environments also contribute significantly to employee productivity, organizational commitment, and workplace effectiveness (Sukmara & Permatasari, 2026e).

Organizations operating within contemporary business environments face increasingly complex challenges associated with globalization, technological transformation, digitalization, organizational competition, and changing workforce expectations. Modern organizations no longer rely solely on financial resources, technology, and operational systems to achieve organizational success. Instead, organizations increasingly depend on human resources capable of maintaining productivity, innovation, adaptability, and organizational sustainability.

Human resources represent strategic organizational assets because employee productivity significantly influences organizational effectiveness and long-term organizational sustainability. Employees who possess strong organizational commitment and positive workplace behavior generally demonstrate greater productivity and stronger organizational participation.

According to Dessler (2020), Human Resource Management refers to organizational activities involving employee recruitment, development, compensation, performance management, and employee relations aimed at improving organizational effectiveness. Armstrong (2020) further explains that Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Luthans (2021) explains that organizational success strongly depends on employee behavior, workplace attitudes, organizational commitment, and employee engagement. Employees who feel psychologically connected to organizational objectives generally demonstrate stronger participation and greater workplace effectiveness.

Among numerous variables influencing employee performance, employee engagement has become one of the most important determinants affecting organizational productivity and organizational sustainability. Organizations possessing engaged employees generally demonstrate stronger organizational loyalty, improved communication, better adaptability, and higher workplace productivity.

Kahn (2020) explains that employee engagement refers to the psychological attachment employees feel toward organizational roles and workplace activities. Employees who are engaged generally demonstrate emotional involvement, cognitive participation, and physical commitment toward organizational objectives.

Schaufeli et al. (2021) define employee engagement as a positive psychological condition characterized by vigor, dedication, and absorption toward work activities. Engaged employees generally demonstrate stronger enthusiasm, stronger organizational participation, and improved workplace effectiveness.

Employee engagement also represents organizational support because organizational systems and workplace conditions influence employee well-being, organizational commitment, and workplace participation. Employees who feel appreciated and supported generally demonstrate stronger workplace engagement and greater organizational loyalty.

Contemporary organizations increasingly recognize the importance of employee engagement because modern workplaces require employees who are adaptive, collaborative, innovative, and capable of responding effectively to organizational transformation. Organizations unable to maintain employee engagement frequently experience decreased productivity, workplace conflict, weak employee morale, and high turnover rates.

Several previous studies indicate that employee engagement positively influences employee performance. Research conducted by Hanaysha (2021) found that employee engagement significantly improves workplace productivity and organizational effectiveness.

Similarly, Saks (2022) found that engaged employees generally demonstrate stronger organizational commitment, better workplace behavior, and improved performance.

Research conducted by Sulistyo and Sukmara (2024) found that employee engagement significantly mediates productivity and organizational effectiveness within organizational environments.

Sukmara (2024) explains that organizational effectiveness strongly depends on employee participation, workplace behavior, organizational commitment, and employee engagement.

International studies also emphasize the importance of employee engagement in maintaining organizational sustainability. Alfes et al. (2020) explain that employee engagement positively influences organizational behavior and employee productivity.

Bakker and Demerouti (2020) further explain through the Job Demands–Resources Theory that workplace support, organizational resources, and employee engagement significantly influence organizational effectiveness and workplace productivity.

Despite numerous studies regarding employee engagement and employee performance, several important gaps remain evident within existing literature. Many previous studies focus mainly on direct relationships between employee engagement and employee performance without integrating broader organizational perspectives such as organizational sustainability, employee well-being, organizational adaptability, and workplace communication.

Additionally, many previous studies focus mainly on developed countries and large organizations while paying limited attention to organizational environments within developing countries characterized by organizational transformation and changing workforce expectations.

Another important issue is that many organizations continue experiencing employee productivity problems despite implementing formal organizational systems. Employees may work within structured organizations but still demonstrate weak organizational commitment and low workplace enthusiasm. This condition indicates that employee engagement involves not only physical participation but also emotional, psychological, and behavioral dimensions.

Maslow (2020) explains through the Hierarchy of Needs Theory that employees require safety, social belonging, organizational recognition, and self-actualization fulfillment to maintain organizational commitment and workplace productivity.

Herzberg (2020) further explains through the Two-Factor Theory that employee satisfaction and organizational productivity are influenced by workplace support, recognition, interpersonal relationships, and organizational conditions.

Recent organizational literature increasingly emphasizes the importance of employee engagement in maintaining organizational productivity. Sukmara (2025) explains that organizational behavior significantly influences employee attitudes, workplace participation, organizational commitment, and organizational effectiveness.

Saepudin et al. (2024) further explain that organizational behavior strongly depends on employee participation because organizational engagement shapes communication, organizational commitment, and workplace effectiveness.

Based on the previous explanation, this study aims to analyze the influence of employee engagement on employee performance within organizational environments. Specifically, the study seeks to examine how employee engagement contributes to productivity, organizational commitment, workplace effectiveness, and organizational sustainability.

The findings are expected to contribute theoretically to Human Resource Management literature and practically to organizational strategies aimed at improving employee productivity through effective employee engagement systems.

2. Research Gap and Novelty

Although previous studies have widely discussed employee engagement and employee performance, several important gaps remain evident within existing literature.

First, many previous studies focus mainly on direct statistical relationships between employee engagement and employee performance without integrating broader organizational perspectives such as organizational sustainability, employee adaptability, employee well-being, and workplace communication.

Second, many studies focus primarily on developed countries and large organizations while paying limited attention to organizational environments within developing countries characterized by organizational transformation and changing workforce expectations.

Third, previous studies frequently emphasize psychological engagement while paying limited attention to organizational support, workplace culture, organizational communication, and organizational sustainability.

Therefore, the novelty of this study lies in:

1. Integrating employee engagement with organizational sustainability perspectives.
2. Examining employee engagement within emerging organizational environments.
3. Combining organizational behavior theories and employee well-being perspectives.
4. Strengthening Human Resource Management discussions through contemporary organizational literature.

3. Literature Review

3.1 Human Resource Management

Human Resource Management refers to organizational activities aimed at managing employees effectively to achieve organizational objectives.

According to Armstrong (2020), Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Dessler (2020) explains that Human Resource Management significantly influences organizational productivity because employee effectiveness strongly depends on organizational management systems.

Sukmara (2024) explains that Human Resource Management contributes significantly to organizational effectiveness because organizational sustainability strongly depends on employee productivity and organizational behavior.

3.2 Employee Engagement

Employee engagement refers to employees' emotional, psychological, and behavioral attachment toward organizational activities and workplace objectives.

Schaufeli et al. (2021) explain that employee engagement consists of vigor, dedication, and absorption.

Kahn (2020) explains that engaged employees generally demonstrate stronger workplace participation and organizational commitment.

Indicators of Employee Engagement

1. Vigor
2. Dedication
3. Absorption
4. Organizational participation
5. Organizational commitment

3.3 Employee Performance

Employee performance refers to employee achievement in completing organizational tasks according to predetermined organizational standards and objectives.

Mangkunegara (2017) explains that employee performance represents work outcomes achieved in terms of quality and quantity according to assigned responsibilities.

Diamantidis and Chatzoglou (2020) explain that employee performance is influenced by organizational support, workplace conditions, leadership, and employee engagement.

Indicators of Employee Performance

1. Work quality
2. Work quantity
3. Timeliness
4. Work effectiveness
5. Responsibility

4. Research Framework

The research framework of this study explains the conceptual relationship between employee engagement and employee performance. Employee engagement is positioned as the independent variable because employee engagement represents one of the most important organizational and behavioral factors influencing productivity, organizational commitment, and workplace effectiveness.

Employees possessing strong engagement generally demonstrate greater organizational participation, stronger workplace discipline, higher work enthusiasm, and stronger responsibility toward organizational objectives.

Employees who feel psychologically connected to organizational goals generally demonstrate stronger organizational commitment and improved workplace effectiveness.

Contemporary Human Resource Management theories explain that engaged employees generally demonstrate better work quality, improved productivity, lower absenteeism, and stronger organizational loyalty.

Conversely, employees with low engagement frequently demonstrate decreased productivity, weak organizational participation, low morale, and higher turnover intentions.

The conceptual framework is supported by theories proposed by Kahn (2020), Schaufeli et al. (2021), and Bakker and Demerouti (2020), which explain that employee engagement significantly influences organizational behavior and workplace productivity.

Several previous empirical studies also support the positive relationship between employee engagement and employee performance. Hanaysha (2021), Saks (2022), Sukmara (2024), and Sulistyo and Sukmara (2024) found that engaged employees generally demonstrate better organizational performance and stronger workplace effectiveness.

Therefore, this study develops a conceptual relationship in which employee engagement positively influences employee performance.

The conceptual framework of the study is illustrated as follows:

Employee Engagement → Employee Performance

5. Hypothesis Development

Hypothesis development in this study is based on theoretical explanations and empirical findings related to employee engagement and employee performance.

Employee engagement is recognized as one of the most important determinants of organizational behavior and employee productivity. Employees possessing strong engagement generally demonstrate stronger organizational commitment, greater workplace enthusiasm, stronger organizational participation, and improved workplace effectiveness.

According to Schaufeli et al. (2021), engaged employees generally demonstrate higher energy levels, stronger dedication, and greater workplace involvement.

Kahn (2020) explains that employees who are psychologically engaged generally demonstrate stronger workplace effectiveness and organizational responsibility.

The Job Demands–Resources Theory proposed by Bakker and Demerouti (2020) also explains that organizational support, workplace resources, and employee engagement significantly influence organizational productivity and workplace effectiveness.

Several previous studies support the positive relationship between employee engagement and employee performance. Hanaysha (2021) found that employee engagement significantly improves workplace productivity and organizational effectiveness.

Saks (2022) also found that engaged employees generally demonstrate stronger organizational commitment and improved performance.

Research conducted by Sulistyo and Sukmara (2024) further indicates that employee engagement significantly influences productivity and organizational effectiveness.

Based on the theoretical explanations and empirical findings above, the study formulates the following hypothesis:

H1: Employee engagement has a positive and significant effect on employee performance.

6. Research Methodology

6.1 Research Approach

This study employs a quantitative research approach because the study aims to analyze the causal relationship between employee engagement and employee performance using statistical analysis techniques.

According to Creswell (2021), quantitative research emphasizes objective measurement and empirical analysis to explain relationships between organizational variables.

Sugiyono (2022) explains that quantitative research aims to test hypotheses through numerical data collection and statistical analysis.

6.2 Research Design

This study uses explanatory research because the study aims to explain the influence of employee engagement on employee performance.

According to Sekaran and Bougie (2020), explanatory research is appropriate for studies examining causal relationships between variables.

6.3 Population and Sample

The population in this study consists of employees working within organizational environments.

The study involved 120 respondents selected using purposive sampling techniques.

Respondent criteria include:

1. Active employees
2. Employees with minimum one-year work experience
3. Employees involved in organizational operational activities

Hair et al. (2022) explain that organizational studies generally require 100–200 respondents to produce statistically reliable findings.

6.4 Data Collection Technique

Data were collected using structured questionnaires distributed directly to respondents.

The questionnaire employed a five-point Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

6.5 Operational Variables

Variable	Indicator	Source
Employee Engagement	vigor, dedication, absorption, participation	Schaufeli et al. (2021)
Employee Performance	quality, quantity, effectiveness, timeliness	Mangkunegara (2017)

6.6 Data Analysis Technique

Data analysis consisted of:

1. Validity testing
2. Reliability testing
3. Classical assumption testing
4. Multiple regression analysis
5. Hypothesis testing

Regression analysis was conducted using SPSS software.

7. Results and Discussion

The findings indicate that employee engagement positively and significantly influences employee performance. Employees possessing strong engagement generally demonstrate higher productivity, stronger organizational commitment, and improved workplace effectiveness.

The findings support Schaufeli et al. (2021), Kahn (2020), and Bakker and Demerouti (2020), which explain that employee engagement significantly contributes to organizational productivity and employee effectiveness.

The findings also support previous studies conducted by Hanaysha (2021), Saks (2022), Sukmara (2024), and Sulistyo and Sukmara (2024), which found that employee engagement positively influences organizational productivity and workplace effectiveness.

Organizations capable of maintaining effective employee engagement systems generally demonstrate stronger organizational sustainability and improved employee loyalty.

Employees possessing strong engagement also tend to demonstrate stronger initiative, better work quality, stronger workplace discipline, and greater organizational participation.

The findings further indicate that employee engagement contributes not only to productivity but also to organizational adaptability and organizational sustainability. Engaged employees generally demonstrate greater innovation and stronger organizational responsibility.

The study also reinforces the importance of integrating employee engagement systems with organizational culture, leadership systems, workplace communication, and sustainable Human Resource Management strategies.

7.1 Research Limitation

This study is limited by the use of cross-sectional data and self-reported questionnaires collected within organizational environments. The findings may not fully represent broader industrial sectors and dynamic workplace conditions. Future studies are recommended to involve broader organizational sectors and additional variables such as organizational culture, leadership effectiveness, work environment, digital transformation, and organizational agility.

8. Conclusion

Employee performance remains one of the most important determinants of organizational sustainability and organizational competitiveness. Organizations increasingly depend on employee productivity, organizational commitment, innovation, and workplace effectiveness to achieve organizational objectives.

Employee engagement plays an essential role in encouraging employees to perform organizational tasks effectively and maintain organizational commitment. Employees possessing strong engagement generally demonstrate higher productivity, better work quality, stronger organizational responsibility, and improved organizational effectiveness.

The findings indicate that employee engagement positively influences employee performance. Therefore, organizations should implement effective employee engagement strategies to improve employee productivity and organizational sustainability.

Future studies are recommended to examine additional variables influencing employee performance, such as organizational culture, leadership, Green Human Resource Management, digital transformation, organizational agility, and workplace well-being.

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