

## The Interplay of Organizational Commitment and Employee Engagement in Driving Performance: A Systematic Review

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### ABSTRACT:

This study provides a systematic review of recent literature focusing on organizational commitment, employee engagement, and employee performance. Analysing 28 articles published from 2017 to 2024, it explores the interrelationships among these concepts. The review reveals that both organizational commitment and employee engagement significantly enhance employee performance. The review underscores the importance of these factors in enhancing both individual and organizational outcomes. It highlights the need for organizations to prioritize strategies that foster high levels of organizational commitment and employee engagement to optimize overall performance and achieve strategic objectives effectively.

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

### INTRODUCTION:

Every organization strives to achieve high performance, which is crucial for effectively and efficiently meeting its objectives. However, modern challenges such as managing workplace quality, globalization, heightened citizen expectations, and intense organizational competitiveness have made enhancing organizational performance increasingly difficult. Regardless of whether they operate in for-profit or non-profit sectors, both public and private organizations rely heavily on their workforce as a fundamental asset. The success of these organizations hinges on the performance of their personnel, underscoring the reciprocal relationship between high-performing employees and organizational success. Therefore, organizational managers must develop human resource management strategies that foster employee performance and carefully consider factors influencing employee effectiveness.

Understanding the dynamics of employee engagement, organizational commitment and their impact on employee performance is crucial in contemporary organizational studies. Organizational commitment adverts to the degree to which employees recognize with and feel a sense of loyalty and belonging to their organization. On the other hand, employee engagement signifies the emotional connection and dedication employees have towards their work, colleagues, and organizational goals. Both organizational commitment and employee engagement are recognized as pivotal factors influencing employee performance, which encompasses productivity, job satisfaction, and overall contribution to organizational success.

Through an examination of recent empirical studies and theoretical frameworks, this review seeks to highlight the key findings and implications for organizational practice. It underscores the importance of cultivating a supportive organizational culture and implementing HRM initiatives that promote both organizational commitment and employee engagement. This paper discusses two key factors that impact worker performance: organizational commitment and

employee engagement. Research in organizational behaviour has increasingly focused on these elements and their interrelationships with employee performance.

## **LITERATURE REVIEW:**

### **Organizational Commitment**

Today, organizational commitment stands out as a prominent focus for both practitioners and researchers studying work attitudes. It signifies a deep allegiance to the organization, encompassing its values and goals. Strong organizational commitment reflects an employee's willingness to remain with the organization due to a personal identification with its objectives. Key indicators of high employee engagement include emotional connection to the organization and a steadfast dedication to its principles.

According to Colquitt et al. (2019), organizational commitment is an ongoing process through which employees express their concern for the organization's success and well-being. It is defined as an attitude reflecting their dedication to the organization. Additionally, organizational commitment involves the extent to which employees identify with the organization and its goals, as well as their desire to remain part of it (Griffin et al., 2019; Kinicki, 2021; Robbins & Judge, 2021). On another perspective, Luthans et al. (2021) define organizational commitment as the employee's intention to remain affiliated with the organization. In essence, organizational commitment signifies employees' dedication to the organization's objectives, their strong loyalty to it, and their desire to continue being a part of it.

An employee who demonstrates high commitment to the organization acknowledges its objectives and expresses a strong desire to remain a member. Based on John & Saks (2019) the ultimate gauge of employee commitment lies in their emotional connection to the organization and their alignment with its principles. Colquitt et al. (2019) suggest that an employee's decision to stay with the organization or seek opportunities elsewhere is influenced by their level of organizational commitment. Furthermore, the connection between an employee and the organization, as highlighted by Robbins & Judge (2021), plays a significant role in determining whether the employee will remain with the organization. Organizational commitment is intricately linked to accomplishing the organization's aims, objectives, and purposes, and it has the potential to significantly impact organizational outcomes such as profitability, productivity, and quality. It extends beyond mere employee satisfaction, as highlighted by Sen & Kumar (2020) and Sen et al. (2022).

### **Employee Engagement**

Kahn (1990) introduced the concept of employee engagement based on ethnographic research conducted in an architectural firm and a summer camp (Ismail et al., 2019). Employee engagement is defined as the capacity of individuals within an organization to utilize and express their physical, cognitive, and emotional identities in the course of their work (Kahn, 1990; Kinicki, 2021). Employee engagement, as defined by McKenna (2020), refers to an employee's heightened emotional and intellectual connection to their work, organization, management, or coworkers. This connection motivates individuals to exert additional discretionary effort in their roles. Gryphon et al. (2019) describes employee engagement as the extent to which an individual identifies with and actively participates in an organization. According to John and Saks (2019), it can also be understood as an employee's enthusiasm for their work. Robbins & Judge (2021) define it as a positive work-related mindset characterized by energy, dedication, and involvement. In essence, employee engagement represents the positive emotions and commitment a person feels toward their job, organization, management, or colleagues. Employee engagement is a positive and fulfilling mental state linked to work, characterized by enthusiasm, appreciation, and dedication. It underscores employees' deep involvement in their work, which in turn fosters creativity in the workplace. This suggests that when employees experience a positive environment at work, they are more inclined to feel motivated to fulfill their responsibilities (A Panigrahi et al., 2023).

### **Employee Performance**

Mangkunegara (2013), employee performance is the end result of an employee's capability to fulfill quests with both quantity and quality, while meeting assigned responsibilities. Parveen (2019) defines employee performance as the effectiveness in carrying out tasks, whether in a satisfactory or unsatisfactory manner. Pursuant to Harwiki (2019), employee performance refers to the tasks completed by an employee within a specified period, aligned with their authority and responsibilities. Concurrently, employee performance encompasses the behaviors of an employee that affect organizational goals, whether positively or negatively, as described by Hendri (2019). Essentially, employee

performance denotes the results accomplished by an employee through the execution of their tasks and responsibilities within a defined timeframe, influencing the attainment of organizational objectives.

**RESULTS AND DISCUSSION:**

Table-1 Experiential Evidence about the Relationship between Organizational Commitment, Employee Engagement, and Employee Performance

SI No.	Authors	Year	Study Focus	Methodology and Analysis	Key Findings
1	Al-Zefeiti & Mohamad	2017	Organizational commitment on employee performance in Omani government organizations	Questionnaire, AMOS, SEM	Positive relationship between organizational commitment and employee performance
2	Atika et al.	2018	Influence of dedication, leadership, and salary on job satisfaction and performance	Questionnaire, SEM (LISREL)	Organizational commitment positively influences employee performance
3	Meswantri & Awaludin	2018	Factors influencing employee engagement and productivity in construction firms in Jakarta	Questionnaire, SEM (LISREL)	Employee engagement positively influences employee performance
4	Hendri	2019	Mediation effects of organizational commitment and job satisfaction on employee performance	Questionnaire, PLS (SEM)	Organizational commitment positively effects employee performance
5	Parveen	2019	Organizational commitment on employee performance in the textile industry in Faisalabad	Questionnaire, Regression Analysis (SPSS)	Organizational commitment positively influences employee performance

6	Suharto et al.	2019	Organizational commitment on work performance of civil officials in Lampung, Indonesia	Questionnaire, SEM (LISREL)	Organizational commitment positively effects employee performance
7	Fidyah & Setiawati	2019	Relationship between organizational culture, employee engagement, and performance	Questionnaire, Regression and Path Analysis (SPSS)	Employee engagement positively impacts employee performance
8	Ismail et al.	2019	Role of creativity as mediator in employee engagement and performance in Lebanese enterprises	Questionnaire, Regression Analysis (SPSS)	Employee engagement positively influences employee performance
9	Kristian & Ferijani	2020	Relationship between organizational commitment, job satisfaction, and employee performance	Questionnaire, SEM (SMART-PLS)	Organizational commitment positively impacts employee performance, with OCB as mediator
10	Rembet et al.	2020	Impact of organizational citizenship practices on employee performance in Java, Indonesia	Questionnaire, Regression Analysis (SPSS)	Employee engagement and organizational commitment positively influence employee performance
11	Sufia et al.	2020	Influence of work motivation and organizational commitment on employee performance	Questionnaire, Path Analysis (SPSS)	Organizational commitment positively influences employee performance, with job satisfaction as mediator
12	Violita	2020	Influence of organizational atmosphere and commitment on	Questionnaire, SEM (SMART-PLS)	Organizational commitment positively effects employee

			employee performance in Jakarta		performance
13	Nusannas et al.	2020	Impact of employee engagement and self-assurance on staff performance in digital literacy	Questionnaire, Path Analysis (SPSS)	Employee engagement positively impacts employee performance
14	Wang & Chen	2020	Workplace rudeness, employee involvement, and job performance in Taiwanese tourism hotels	Questionnaire, SEM-PLS (AMOS)	Employee engagement positively influences employee performance
15	Aiyub et al.	2021	Impact of employee engagement on performance in Bireuen District, Aceh Province, Indonesia	Questionnaire, SEM-PLS (SMART-PLS)	Employee engagement positively influences employee performance, with organizational commitment as mediator
16	Amjed et al.	2021	Moderating impact of polychronicity on employee engagement and performance in Pakistani banks	Questionnaire, SEM-PLS (AMOS)	Employee engagement positively effects employee performance, moderated by polychronicity
17	Katili et al.	2021	Influence of employee engagement, work- life balance, and leadership styles on worker performance	Questionnaire, SEM-PLS (LISREL)	Employee engagement positively influences employee performance
18	Sinurat et al.	2021	Impact of employee engagement and positive work experience on performance in	Questionnaire, SEM-PLS (SMART-PLS)	Employee engagement positively effects employee performance

			government banks		
19	Sungmala & Verawat	2021	Correlation between employee engagement and performance in multinational companies, Thailand	Questionnaire, Regression Analysis (SPSS)	Employee engagement positively impacts employee performance
20	Amri et al.	2021	Influence of organizational commitment, work motivation, and discipline on employee performance	Questionnaire, Regression Analysis (SPSS)	Organizational commitment positively influences employee performance
21	Fachrudi et al.	2021	Relationship between organizational commitment, leadership, and performance in ALS (Indonesia)	Questionnaire, SEM (SMART-PLS)	Organizational commitment positively influences employee performance, with work discipline as mediator
22	Azmy	2022	Impact of organizational commitment and pay during Work-from-Home on employee performance	Questionnaire, SEM (SMART-PLS)	Organizational commitment positively influences employee performance
23	Dewi et al.	2022	Influence of employee retention, turnover intention, and engagement on performance in education	Questionnaire, Regression Analysis (SPSS)	Employee engagement positively impacts employee performance
24	Hardiyanti et al.	2022	Moderation effect of employee engagement on corporate culture, leadership, and performance	Questionnaire, SEM-PLS (SMART-PLS)	Employee engagement positively effects employee performance
25	Abdelwahed &	2023	Impact of employee	Questionnaire, SEM and Path	Employee engagement

	Doghan		engagement on performance in HEIs, Saudi Arabia	Analysis (SPSS)	positively influences employee performance, with factors like management support and organizational commitment playing roles
26	Muktamar et al.	2023	Factors affecting employee performance in Pt. Sinar Mas Agro, Indonesia	Questionnaire, SEM (Smart PLS 4.0)	Organizational commitment, motivation, and compensation positively influence employee outcomes
27	Bora Ly	2024	Impact of Inclusive Leadership on employee engagement and organizational commitment	Questionnaire, SEM (Smart PLS)	Inclusive Leadership positively impacts employee engagement, mediated by organizational commitment
28	Yousf & Khurshid	2024	Influence of employer branding on employee engagement and organizational commitment	Questionnaire, SEM (Structural Equation Modeling)	Employer branding significantly influences employee engagement and organizational commitment

The table 1 summarises 28 studies from 2017 to 2024, exploring the interplay between organizational commitment, employee engagement, and employee performance using various methodologies, primarily questionnaires and structural equation modelling (SEM). The studies consistently demonstrate that higher organizational commitment significantly enhances employee performance, as seen in the works of Al-Zefeiti & Mohamad (2017) and Amri et al. (2021). Similarly, research by Meswantri & Awaludin (2018) and Ismail et al. (2019) shows that employee engagement positively influences performance, indicating that engaged employees tend to be more productive and effective. Methodologically, the studies employ SEM techniques (e.g., AMOS, LISREL, SMART-PLS) and regression analysis, highlighting the robustness of the findings across different contexts. Additionally, mediating and moderating factors such as organizational citizenship behaviour (Kristian & Ferijani, 2020) and polychronicity (Amjed et al., 2021) further elucidate the complexity of these relationships, underscoring the nuanced ways in which commitment and engagement drive performance.

## CONCLUSION AND RECOMMENDATION

Based on empirical evidence from the literature, it is evident that organizational commitment and employee engagement have a positive and significant effect on employee performance across various sectors, including public and private organizations. Therefore, organizations should prioritize initiatives aimed at enhancing employee engagement and fostering organizational commitment within their HRM strategies. Such initiatives may include promoting transparent communication, providing opportunities for skill development and career growth, recognizing and rewarding employee contributions, and cultivating a supportive work environment. These efforts are crucial as they contribute to improving both individual and overall organizational performance.

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