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Determination of Company Performance: Analysis of Motivation, Leadership, Organizational, Commitment and Employee Engagement

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Abstract: The article on determining company performance: Analysis of motivation, leadership, organizational commitment and employee engagement is a scientific literature article within the scope of human resource management science. The aim of this research is to build a hypothesis regarding the influence between variables which can later be used for further research within the scope of human resource management. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and the journal Sinta. The results of this article are: 1) Motivation influences company performance; 2) Leadership influences company performance; 3) Organizational Commitment influences Company Performance; and 4) Employee Engagement influences Company Performance.

Keywords: Company Performance, Motivation, Leadership, Organizational Commitment, Employee Engagement

INTRODUCTION

Company performance reflects the organization's success or inability to achieve its aims. In today's increasingly competitive business world, every company must optimize its performance to ensure business continuity and growth. Optimal performance is determined not only by the business strategy, but also by internal elements such as people resources. Therefore, recognizing and managing the elements that drive employee performance is extremely important. This article will look at how motivation, leadership, organizational commitment, and employee engagement influence firm performance (Susanto, Sawitri, et al., 2024).

Motivation is an internal force that inspires people to take action in order to achieve specific goals. In the workplace, employee motivation is a critical factor that influences

productivity and work quality. Motivated personnel perform better, are more innovative, and have a greater enthusiasm for accomplishing their responsibilities. There are several motivation theories that offer perspectives on how employees' internal needs and desires might be identified and addressed in order to improve their performance. Maslow's Hierarchy of Needs Theory is a well-known theory that argues that human needs are organized in a pyramid shape, from fundamental physiological needs to self-actualization demands. If basic needs are addressed, people will be motivated to meet greater wants. To boost work motivation, it is necessary to balance basic demands such as money and job security with social needs and self-actualization.

Herzberg's approach, known as the two-factor theory, distinguishes between the variables that cause job satisfaction (motivators) and job unhappiness (hygiene). Motivational variables like recognition, responsibility, and achievement are critical for improving performance, whereas hygienic factors like working circumstances, remuneration, and business policies play a larger influence in preventing unhappiness. Leadership is the ability to influence and guide individuals or groups toward organizational goals. An successful leadership style is critical in generating a positive work atmosphere and promoting employee performance. Different leadership styles have varying effects on staff performance. Transformational leadership, for example, is believed to boost staff motivation and performance by inspiring them, providing a clear vision, and paying attention to specific employee requirements (Susanto, Setiawan, et al., 2024).

Transformational leadership requires a charismatic leader who can establish deep emotional relationships with employees. Transformational leaders prioritize not only tasks and outcomes, but also people' personal and professional growth. They inspire people to think innovatively and creatively while also providing assistance and acknowledgment for their accomplishments. This leadership style can foster a work environment full of enthusiasm and motivation, hence improving overall corporate performance. In contrast, transactional leadership relies on a system of rewards and penalties to drive employee performance. This leadership style is effective at getting compliance and accomplishing everyday duties, but it may fall short of promoting staff innovation and deep emotional commitment. Laissez-faire leadership, which gives employees unlimited independence with little intervention, has limitations when it comes to giving the direction and support people require to attain peak performance (Ratnasari et al., 2020).

Organizational commitment refers to how emotionally and psychologically attached people are to their firm. Employees with a high level of commitment are more loyal, have lower absenteeism, and desire to stay with the company for the long run. Organizational fairness, rewards, and job happiness can all have an impact on this commitment. Research indicates that employees who feel valued and recognized for their contributions are more committed to the organization. Organizational justice, which encompasses distributive justice (fair resource allocation), procedural justice (fair decision-making), and interactional justice (fair interpersonal interactions), all have an impact on employee engagement. When employees believe they are treated properly, they are more likely to be satisfied and devoted to the firm. Organizational commitment affects not only employee retention, but also individual and organizational performance. Employees who are highly devoted are more enthused about their jobs, take initiative, and strive to attain corporate goals. To boost employee engagement, organizations must provide a fair work environment, provide suitable rewards, and ensure job happiness (Budi et al., 2019).

Employee engagement occurs when individuals feel totally invested in their work and the organization. This relationship encompasses emotional, cognitive, and physical elements. Employees who are fully engaged demonstrate high levels of excitement, dedication, and focus at work. According to research, employee engagement correlates positively with both

individual and organizational performance. Employee engagement can be promoted in a variety of ways, including programs that promote employee well-being, career advancement, and effective communication. Employee wellbeing include physical health, work-life balance, and psychological assistance. A successful wellness program can boost employee happiness and satisfaction, leading to increased engagement.

Susanto et al., (2023) states that career development is also vital for enhancing employee engagement. Employees who see possibilities to grow and improve in their professions are more engaged and dedicated to the organization. As a result, employers must provide continual training and development, as well as equitable advancement chances. Effective communication between management and employees is also vital for promoting employee engagement. Employees who believe they are heard and their thoughts are valued are more likely to be engaged and dedicated to the organization. As a result, businesses must foster an environment of open and transparent communication in which employees feel comfortable sharing their thoughts and suggestions. These four characteristics - motivation, leadership, organizational commitment, and employee engagement - are inextricably linked and can impact one another. For example, good leadership can boost employee motivation and engagement, and high motivation can bolster organizational commitment. To increase overall firm performance, management must understand and control the interaction between these components.

(Ali, Mukhtar, et al., 2016) found that transformative leadership is closely associated to improved employee performance and work satisfaction. Transformational leadership can inspire people, boost motivation, and deepen attachment and commitment to the firm. Finally, in order to reach peak corporate performance, management must holistically address and manage motivation, leadership, organizational commitment, and employee engagement. The effective integration of these four characteristics can foster a positive work atmosphere, enhance productivity, and assure the company's long-term success. As a result, a comprehensive and long-term human resource development strategy must become an essential component of firm management policy.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does Motivation influence Company Performance?; 2) Does leadership influence company performance?; 3) Does Organizational Commitment influence Company Performance?; and 4) Does employee engagement influence company performance?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods are evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar, (Susanto et al., 2023). A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Based on the background of the problem and problem formulation above, the results of this research are as follows:

Company Performance

Company performance is a measure of how successfully an organization meets its objectives in a variety of areas, including finance, operations, and customer satisfaction.

Company success is measured not only in terms of profitability, but also in terms of operational efficiency, innovation, product or service quality, and customer happiness and loyalty. Good firm performance demonstrates that the organization can best use its resources, including human, financial, and technological resources, to meet the strategic goals that have been established (Widodo & Silitonga, 2017).

The indicators or dimensions contained in the Company's performance variables include: 1) Productivity measurements quantify the output produced per unit of input. These include: production process efficiency, cycle times, and product defect rate; 2) Customer Satisfaction: Customer satisfaction is assessed using satisfaction surveys, complaint rates, and customer retention rates. This indicator demonstrates how successfully the organization meets client demands and expectations; 3) Innovation is measured by the number of patents, new product debuts, and R&D investment. It demonstrates the company's ability to stay competitive and grow; and 4) staff Performance: This metric considers individual productivity, work quality, absenteeism, and staff retention. Employee performance is directly related to the overall performance of the firm (D. Kurniawan et al., 2021).

Company performance has been studied by several researchers and is relevant to research conducted by: (Kurniawan, D., Putra, C. I. W., & Sianipar, 2021), (Wibowo et al., 2017), (Sanguanwongs & Kritjaroen, 2023).

Motivation

Motivation is an internal or external force that encourages people to take action in order to achieve specific goals. Employee motivation is an important aspect in determining how passionate and effective an employee is when accomplishing his or her tasks at work. Motivation can stem from a multitude of factors, including basic necessities, rewards, personal accomplishments, and praise from others (Hidayat et al., 2024).

The indicators or dimensions contained in the motivation variable include: 1) Job Satisfaction: The degree of satisfaction an individual has with their job, including variables such as working environment, salary, and relationships with coworkers; 2) Job Engagement: The level to which people feel connected and dedicated to their jobs. This comprises enthusiasm, dedication, and emphasis on accomplishing duties; 3) Rewards and Recognition: The amount to which management and coworkers respect and recognize employees' accomplishments; and 4) Development Opportunities: Opportunities for employees to grow and advance in their careers, such as training and development (Susanto et al., 2023).

Motivation has been studied by several researchers and is relevant to research conducted by: (Susanto, Simarmata, et al., 2024), (Nurhasanah et al., 2023), (Saputra, 2021).

Leadership

Leadership is the ability to persuade, direct, and motivate people or organizations to achieve common goals. An effective leader is concerned with the development and well-being of his team members, as well as the achievement of goals. Communication, decision-making, empathy, and the capacity to inspire and encourage people are among the abilities required for successful leadership (Purnama et al., 2023).

The indicators or dimensions contained in the leadership variable include: 1) Communication: The leader's excellent communication with the team, including the capacity to listen, provide feedback, and explain goals; 2) Decision Making: The leader's capacity to make timely decisions based on reliable information; 3) Team Development: The leader's efforts to help and develop team members' skills and abilities; and 4) Empathy and assist: The leader's capacity to empathize with and assist colleagues, resulting in a positive and inclusive work environment (Febrian et al., 2023).

Leadership has been researched by several researchers and is relevant to research conducted by: (Perkasa et al., 2023), (Kabdiyono et al., 2024), (Susanto, Setiawan, et al., 2024).

Organizational Commitment

Organizational commitment refers to an employee's emotional and psychological attachment to his firm. This commitment demonstrates the employee's loyalty and desire to continue working and contributing to the organization. Employees with a high level of dedication typically perform well, have little absenteeism, and strive to meet company goals (Yamali, 2017).

The indicators or dimensions contained in the organizational commitment variable include: 1) Normative Commitment: Employees' sentiments of commitment to stay in the organization because of the principles and norms they adhere to; 2) Continuance Commitment: Employees' sense that quitting the organization will result in losses, both financially and professionally; 3) Loyalty: The level of employee loyalty to the organization, as evidenced by their intention to stay for the long term; and 4) Involvement in Decisions: The extent to which employees feel involved and have a say in the business's decision-making process (Mahaputra, 2021).

Organizational commitment has been studied by several researchers and is relevant to research conducted by: (Prayetno & Ali, 2017), (Negara et al., 2021), (Budi et al., 2019).

Employee Engagement

Employee engagement occurs when individuals feel totally invested in their work and the organization. This engagement encompasses emotional, cognitive, and physical qualities that drive and commit individuals to attaining organizational goals. Employees that are engaged in their work display a high level of enthusiasm, dedication, and focus, which improves organizational performance (Susanto & Sawitri, 2022).

The indicators or dimensions contained in the employee engagement variable include: 1) Emotional Engagement: The degree to which employees feel emotionally invested in their work and the organization; 2) Well-being: Employees' physical and mental well-being, including work-life balance and health support; 3) Performance and Productivity: The extent to which employees display great performance and productivity at work; and 4) Employee Retention: The level of employee willingness to stay with the firm, indicating long-term loyalty and engagement (Riyanto et al., 2017).

Employee engagement has been studied by several researchers and is relevant to research conducted by: (Unwanullah, 2023), (Yandi & Bimaruci Hazrati Havidz, 2022), (Bawono & Lo, 2020).

Relevant Previous Research Results

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as illustrated in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Brahmasari & Suprayetno, 2016)	Work motivation, leadership and organizational culture influence employee job satisfaction and company	The influence of motivation on company performance	The influence of leadership and organizational culture on employee job	H1

		performance at PT Concord Indonesia		satisfaction at PT Concord Indonesia	
2.	(Permanasari, 2013)	Motivation and work environment influence the performance of PT Anugrah Raharjo Semarang	The influence of motivation on company performance	The influence of the work environment on company performance	H1
3.	(Feri et al., 2020)	Motivation, Leadership and Organizational Culture influence Job Satisfaction and Company Performance at PT. Champion Kurnia Djaja Technologies	The influence of leadership on company performance	The influence of motivation and organizational culture on job satisfaction	H2
4.	(Saputro & Siagian, 2017)	Leadership style influences work motivation and company performance at the Head Office of PT Marifood	The influence of leadership style on company performance	The influence of leadership style on work motivation at the Head Office of PT Marifood	H2
5.	(Dahlan & Madjodjo, 2020)	Organizational commitment and organizational culture influence the performance of regional organizations in Tidore Islands City	The influence of organizational commitment on organizational performance	The influence of organizational culture on the performance of regional organizations in the City of Tidore Islands	H3
6.	(Wirnipin et al., 2015)	Organizational commitment, organizational culture and accountability influence the performance of public organizations at the Buleleng Regency Regional General Hospital	The influence of organizational commitment on organizational performance	The influence of organizational culture and accountability on organizational performance at the Buleleng Regency Regional General Hospital	H3
7.	(Noercahyo et al., 2021)	Employee involvement influences job satisfaction and organizational performance	The influence of employee involvement on organizational performance	The effect of employee involvement on job satisfaction	H4
8.	(Al-dalahmeh et al., 2018)	Employee engagement influences job satisfaction and organizational performance among IT employees in the Jordanian banking sector	The influence of employee involvement on organizational performance	The effect of employee involvement on job satisfaction	H4

Discussion

Based on the problem formulation and relevant previous research, the discussion in this article is:

1. The Influence of Motivation on Company Performance

Employee motivation is a major aspect in determining overall corporate performance. Job happiness, work engagement, incentives and recognition, and development possibilities are all examples of motivational factors. These four components have a substantial impact on many aspects of firm performance, including productivity, customer satisfaction, innovation, and employee performance.

Job satisfaction is a pleasant feeling that employees have when they enjoy their jobs and are content with their current working conditions. When people are content with their jobs, they are more productive and inspired to do their best. Job satisfaction also boosts employee loyalty, lowering attrition and recruitment expenses for businesses. As a result, firms may retain experienced and qualified employees, which boosts production and operational efficiency. Aside from that, great job satisfaction affects the level of service supplied by employees to their clients. Satisfied personnel are more courteous, responsive, and passionate while serving consumers, which promotes customer satisfaction.

Job engagement is the degree to which individuals are emotionally and cognitively invested in their jobs. Employees who are engaged are more committed to their jobs, work harder, and take more proactive steps to enhance their performance. High work engagement fosters a dynamic and collaborative workplace environment in which employees feel valued and heard. This promotes creativity since engaged employees are more inclined to share fresh ideas and collaborate on creative projects. High work engagement can lead to innovation in the development of new products and services, giving businesses a competitive advantage in the market and increasing consumer happiness.

Employees receive awards and recognition for their services and achievements. This award may take the shape of bonuses, promotions, accolades, or other awards based on employee performance. Employee motivation can be increased when rewards are delivered equitably and on schedule, as it makes them feel appreciated and recognized by management. Recognizing good performance encourages people to keep working hard and enhances productivity. Furthermore, rewards and recognition presented publicly can foster a healthy work environment in which employees encourage one another and are motivated to attain greater success. This has an impact on total staff performance because each person is motivated to make their best contribution.

Development opportunities are possibilities for employees to learn and grow through training, workshops, mentoring, and other career development activities. When employers provide good development opportunities, employees feel valued and supported in their professional development. This not only enhances employees' abilities and knowledge, but also prepares them to tackle challenges and changes in the workplace. Employees who continue to improve are more innovative and creative in performing tasks, which can boost productivity and work quality. Furthermore, effective growth possibilities can boost employee retention since they believe they have clear and viable career opportunities within the organization. This decreases turnover expenses while also ensuring that the company's labor is trained and competent.

Measuring client happiness can also show how motivation affects organizational performance. Customers are satisfied when they receive high-quality service and products that meet or exceed their expectations. Employees that are motivated give better service, are more attentive to consumer needs, and solve problems faster. High customer satisfaction directly correlates with customer loyalty, which means that customers are more likely to return and promote the company to others. This boosts a company's market share and revenue, resulting in better financial performance. Furthermore, employee motivation influences innovation,

which is a critical component of firm performance. Employees that are motivated and supported in creating new ideas are more likely to take risks and innovate. Continuous innovation enables businesses to generate new products and services that are relevant to market demands. This not only helps businesses remain competitive, but it also creates new market opportunities and boosts profits.

Overall, increased employee motivation improves many elements of firm success. Employees are encouraged to perform better, be more productive, and be more innovative when they are satisfied with their jobs, engaged at work, and given opportunities for growth. This positive impact is shown in enhanced productivity, customer happiness, innovation, and employee performance. As a result, businesses must focus on building a work environment that encourages and motivates individuals to attain peak performance. Investing in staff motivation initiatives will provide long-term benefits to the organization, both operationally and financially.

Motivation influences company performance, this is in line with research conducted by: (Brahmasari & Suprayetno, 2016), (Permanasari, 2013), (Brahmasari & Suprayetno, 2008).

2. The Influence of Leadership on Company Performance

Effective leadership improves firm success in a variety of ways, including communication, decision-making, team growth, and empathy. Each of these factors contribute significantly to assessing productivity, customer happiness, innovation, and employee performance. Communication is the cornerstone of effective leadership. Leaders that can communicate clearly and effectively can share the organization's vision, mission, and goals with employees, ensuring that each team member knows their role in accomplishing those goals. Good communication also entails active listening and positive comments, which make employees feel heard and valued. Employees are more motivated and productive when they know exactly what is expected of them and feel that their voice is heard. Furthermore, good communication enhances departmental coordination and collaboration, reducing errors and increasing operational efficiency. In terms of customer happiness, effective communication ensures that teams engaging with consumers have accurate and consistent information, which can enhance the customer experience and satisfaction.

Making decisions is another essential ability for good leadership. Leaders who can make rapid and timely decisions based on reliable facts and in-depth analysis enable firms to go forward confidently. Good decision making entails having a thorough grasp of the situation at hand, considering multiple possibilities, and selecting the course of action that best aligns with the organization's strategic objectives. Making timely decisions based on reliable information can boost productivity by minimizing delays and uncertainty. Furthermore, successful innovation decisions can spur the development of new products and services that meet market demands, enhancing customer happiness. Staff performance is also influenced by the quality of the leader's decisions; when employees recognize that their leaders' decisions are fair and based on careful analysis, they are more likely to feel appreciated and inspired to reach their full potential.

Team building is another critical component of good leadership. Leaders that prioritize team development aim to improve their team members' skills and talents through training, mentoring, and professional development. Good team development fosters an environment in which employees feel supported in their professional development and have possibilities for advancement. When employees have the opportunity to improve their abilities, they become more competent and productive at work. Effective team development also promotes collaboration and cooperation, which can result in inventive ideas and creative solutions to problems that the firm encounters. In terms of customer happiness, a well-trained team with applicable abilities may deliver better service, increasing customer satisfaction and loyalty.

Furthermore, employees who feel supported in their professional growth are more loyal to the organization, lowering attrition and improving overall staff performance.

Empathy refers to a leader's ability to understand and experience their employees' emotions. Empathetic leaders can develop strong relationships with their staff, resulting in a supportive and inclusive work environment. Empathy in leadership entails recognizing employees' concerns and offering the necessary support to help them overcome these obstacles. When employees believe that their leaders care about their well-being, they are more driven and devoted to their jobs. Empathy can also help teams perform better by promoting a healthy work environment and lowering stress. When it comes to customer satisfaction, compassionate leaders can motivate staff to give better and more responsive service because they feel supported and valued. Employees who feel respected and treated fairly are more likely to be inventive because they feel comfortable taking risks and exploring new ideas.

Overall, effective leadership that prioritizes communication, decision-making, team growth, and empathy has a considerable positive impact on business performance. Effective communication ensures that all team members understand the goals and expectations, resulting in increased productivity and customer satisfaction. Good decision-making keeps firms on track and adaptable to change, which boosts innovation and employee success. Continuous team development produces a skilled and motivated workforce, which improves operational efficiency and customer happiness. Empathy in leadership fosters a friendly and inclusive work atmosphere, which benefits employee well-being and team performance. Thus, good leadership is critical to achieving peak corporate performance, including increased productivity, innovation, and customer happiness.

Leadership influences company performance, this is in line with research conducted by: (Reysa et al., 2022), (Feri et al., 2020), (Saputro & Siagian, 2017).

3. The Influence of Organizational Commitment on Company Performance

Organizational commitment is an important characteristic that determines total corporate performance. It includes normative commitment, sustainable commitment, loyalty, and employee involvement in decision making. Each component of this commitment contributes significantly to assessing productivity, customer satisfaction, innovation, and employee performance.

Normative commitment refers to employees' sense of moral obligation to stay with the organization because of the principles and norms they uphold. When employees believe they have an ethical obligation to remain loyal to the organization, they are more driven to work hard and offer their all. Strong normative commitment boosts productivity because employees feel accountable for performing their jobs successfully. Furthermore, employees with normative commitment prioritize customer satisfaction because they believe it is their obligation to uphold the company's reputation and integrity. Thus, greater normative commitment might improve the quality of services supplied to clients, resulting in higher customer satisfaction. When it comes to innovation, employees with normative commitment are typically inspired to participate in efforts that can benefit the firm because they feel connected to the organization's long-term goals.

Continuance commitment demonstrates an employee's opinion that quitting the organization will result in financial and professional losses. Employees that are highly committed to their jobs tend to stay with the company for longer periods of time, lowering turnover and recruitment costs. This has a direct influence on production because businesses do not have to constantly train new personnel. Higher staff retention allows firms to keep the knowledge and skills developed inside teams, improving operational efficiency and work quality. Furthermore, continued commitment aids in the development of long-term connections with clients, since long-term employees better understand their requirements and preferences,

allowing them to give more personalized and fulfilling service. In the context of innovation, employees who feel linked to the organization are more likely to be invested in the company's long-term success and to participate in projects that create change and advancement. Loyalty is a type of commitment in which people demonstrate tremendous loyalty and support for the company. Employee loyalty is a vital asset that promotes stability and consistency in everyday operations. Loyal employees are more devoted and dedicated to their task, which boosts productivity. Loyalty also fosters a happy and collaborative work atmosphere in which colleagues help each other achieve common goals. In terms of client satisfaction, loyal employees are more likely to provide excellent service because they are glad to be a part of the firm. Consistent and quality service leads to high levels of client satisfaction. Loyalty also promotes innovation because employees who feel comfortable and respected within the firm are more inclined to take chances and come up with new ideas for improving products and services.

Employee involvement in decision making entails involving them in the process of making decisions that affect their work and working environment. This involvement promotes employees' sense of ownership and accountability for the outcomes of their decisions. Employees are more motivated and productive when they believe their opinions are appreciated and have a say in how decisions are made. Involvement in decision-making also enhances transparency and trust between management and employees, resulting in a more open and inclusive workplace. When it comes to customer satisfaction, employees who make decisions are generally better able to respond to customer requirements and comments more quickly and precisely since they are more familiar with corporate processes and rules. This involvement also fosters innovation, since employees who believe they have a voice in the firm are more likely to propose new ideas and participate in innovative projects.

Overall, strong organizational commitment, which includes normative commitment, continuous commitment, loyalty, and participation in decision making, has a major favorable impact on business performance. Normative commitment boosts productivity and customer happiness by instilling a sense of ethical duty in employees. Sustained commitment decreases turnover while retaining knowledge and skills, so improving operational efficiency and service quality. Loyalty fosters stability and dedication, which improves productivity and customer happiness. Participation in decision-making fosters a sense of ownership and responsibility, which promotes productivity, innovation, and improved customer service. Thus, developing and maintaining strong organizational commitment is a successful method for improving corporate performance, productivity, innovation, and customer happiness.

Organizational Commitment influences company performance, this is in line with research conducted by: (Dahlan & Madjodjo, 2020), (M. Kurniawan, 2013), (Wirnipin et al., 2015).

4. The Effect of Employee Engagement on Company Performance

Staff engagement is a critical factor that directly affects company success in a variety of ways, including emotional involvement, well-being, performance and productivity, and staff retention. Each component of employee engagement contributes significantly to productivity, customer happiness, innovation, and team performance. Employees' emotional involvement demonstrates how emotionally committed they are to their jobs and the organization. Employees with a high level of emotional involvement are usually very dedicated and enthusiastic about their profession. They are proud of their job and committed to attaining the company's goals. This emotional engagement boosts productivity because people are more motivated and eager to work harder. Furthermore, emotionally engaged personnel are more likely to deliver excellent customer service because they want to ensure that their clients have a positive experience. Emotional engagement also promotes innovation, since employees who

feel linked to the firm are more inclined to participate in creative projects and contribute new ideas.

Employee well-being include physical, mental, and emotional elements of their health. Companies that focus employee well-being foster a healthy and supportive workplace culture, which boosts employee performance. Employees who feel cared for have lower levels of stress, decreased absenteeism, and are more productive. Employees who are in good health are also better able to give exceptional customer service since they are not burdened by health issues or excessive stress. When it comes to innovation, healthy and prosperous employees are more inclined to engage in innovative activities and think beyond the box since they have the energy and mental equilibrium to do so. Investing in employee well-being has a direct impact on the company's productivity, customer happiness, and inventive capacities.

Employee performance and productivity are key markers of their engagement. Engaged employees perform better because they are more motivated to attain outstanding results. This attachment instills a sense of ownership and responsibility in their work, encouraging individuals to perform more efficiently and successfully. High productivity immediately adds to overall company performance, allowing businesses to reach their goals faster and more effectively. Furthermore, good performance from motivated staff boosts customer satisfaction since they obtain faster, more precise, and gratifying service. In terms of innovation, productive employees are frequently the source of new ideas and creative solutions that help businesses remain competitive and relevant in the marketplace.

Employee retention is another critical component of employee engagement. Employees that feel linked to the company are more likely to be loyal and remain longer. High retention rates minimize recruitment and training costs while also ensuring that organizations keep their existing knowledge and abilities. Good employee retention also implies that a company can retain strong and continuous ties with its consumers, which boosts customer loyalty and pleasure. Furthermore, strong staff retention fosters creativity since long-term employees have a thorough awareness of the company's goods, services, and procedures, allowing them to contribute more meaningfully to innovative endeavors. The stability that comes with high retention also fosters a more amicable and collaborative work environment, which increases overall staff performance.

Overall, employee engagement, which includes emotional participation, well-being, performance and productivity, and staff retention, improves firm performance significantly. Emotional involvement improves productivity and customer service by improving staff enthusiasm and commitment. Employee well-being fosters a healthy work environment, hence increasing a company's operational efficiency and innovative potential. Engaged employees' excellent performance and productivity mean that the company can achieve its business goals more efficiently, while good employee retention lowers costs and preserves valuable expertise inside the organization. Thus, developing and maintaining good employee engagement is a successful method for improving corporate performance by increasing productivity, innovation, and customer happiness. Companies that prioritize employee involvement will reap long-term rewards in terms of stability, sustainability, and business expansion.

Employee engagement influences company performance, this is in line with research conducted by: (Otieno et al., 2015), (Al-dalahmeh et al., 2018), (Noercahyo et al., 2021).

Conceptual Framework

Based on the problem formulation, relevant previous research and the results and discussion of the research above, including:

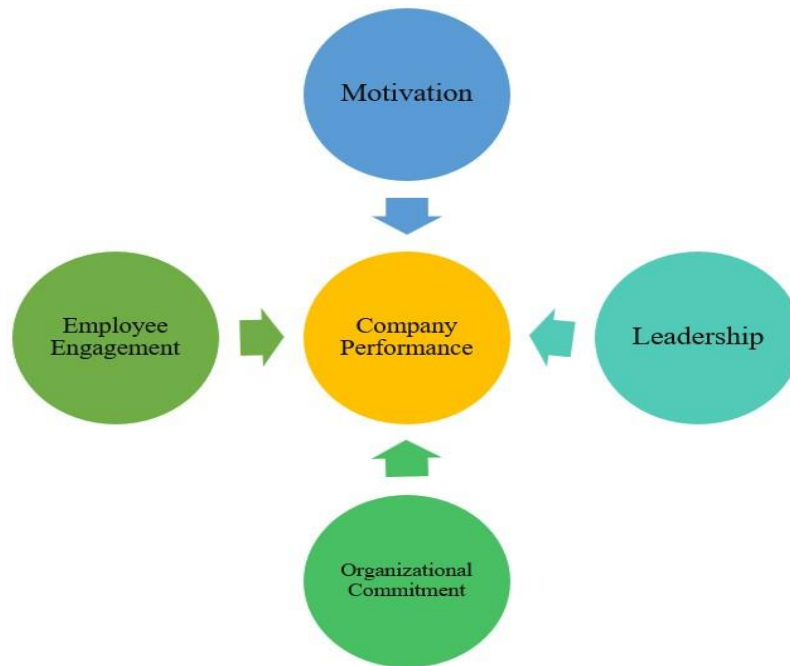


Figure 1. Conceptual Framework

Based on Figure 1 above, motivation, leadership, organizational commitment and employee engagement influence company performance. Apart from the independent variables (motivation, leadership, organizational commitment and employee engagement) above which influence the dependent variable (company performance), there are other variables that influence company performance, including:

- 1) Organizational Culture: (Putri et al., 2023), (Ali et al., 2022), (Saputra et al., 2024), (Susanto, Simarmata, et al., 2024).
- 2) Competitor: (Pitoy et al., 2016), (Harahap et al., 2020), (Meutia et al., 2021), (Ali, Limakrisna, et al., 2016).
- 3) Supply Chain Management: (Octavia et al., 2020), (Harini et al., 2020), (Jaya et al., 2020), (Chong & Ali, 2021).

CONCLUSION

Based on the background of the problem, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Motivation influences company performance;
2. Leadership influences company performance;
3. Organizational Commitment influences Company Performance;
4. Employee engagement influences company performance.

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