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Determination of Employee Engagement: Analysis Path Career, Organization Culture, Remuneration, and Development Leadership

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Abstract: The purpose of this literature research is to build a hypothesis regarding the influence between variables that can later be used for further research in human resource management. The literature review research article on Employee Engagement Determination: career path analysis, organizational culture, remuneration, and Leadership Development is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Career Path affects Employee Engagement; 2) Organizational Culture affects Employee Engagement; 3) Remuneration affects Employee Engagement; and 4) Leadership Development influences Employee Engagement.

Keywords: Employee Engagement, Career Path, Organizational Culture, Remuneration, Leadership Development

INTRODUCTION

Employee engagement is a key factor that influences overall organizational performance. In an era of globalization and increasingly fierce competition, businesses must not only meet profit targets, but also create a work environment that encourages employee engagement. Employee engagement can boost productivity, lower turnover rates, and improve customer satisfaction (Gallup, 2020a). However, while many businesses recognize the value of employee engagement, many still struggle to implement it.

Employee engagement is a critical component in determining productivity and organizational performance. In Indonesia, employee involvement varies significantly based on business sector and corporate culture. According to a Gallup, (2020b) study conducted in 2022, just about 17% of Indonesian employees are fully engaged at work. This result implies that the majority of employees are still disengaged, which can be detrimental to overall corporate performance.

According to Jobstreet Indonesia (2023), over 60% of employees are disengaged at work, with the primary causes being a lack of recognition from superiors, a lack of career growth chances, and an unsupportive company culture. This demonstrates the need for increased focus on the elements that drive employee engagement. In this context, businesses must recognize that employee engagement is not only the responsibility of the HR department, but also of all management.

Large technological businesses, such as Gojek and Tokopedia, provide an inclusive work culture and different growth initiatives for its staff. According to an internal analysis issued by Gojek, they achieved an employee engagement rate of 85%, which is significantly higher than the average.

In Indonesia, the figure is similar, with surveys indicating that employee engagement levels range between 10 and 20%. This highlights a fundamental issue in how businesses manage their human capital. Disengaged employees have lower productivity, more frequent absences, and a higher likelihood of leaving the company, all of which have a negative impact on organizational performance (Bakker, A. B., & Demerouti, 2017).

To improve employee engagement, companies must first understand the factors that influence engagement levels. Career paths, organizational culture, remuneration, and leadership development are among the most frequently identified factors. A clear and structured career path can motivate employees to achieve their personal and professional objectives. Meanwhile, a positive organizational culture can foster a sense of belonging and satisfaction in employees, increasing their engagement (Saks, 2006).

The relationship between career paths and job satisfaction is an often overlooked aspect of employee engagement analysis. Kahn, (1990) found that when employees believe they have the opportunity to develop and advance in their careers, their engagement levels rise. As a result, businesses must provide clear and transparent career paths, as well as ensure that employees have access to the training and development they require to achieve their professional objectives. This is about more than just giving employees promotions; it's about creating an environment in which they feel supported in their professional development.

Many companies have hierarchical organizational cultures that do not encourage innovation. This can lead to employees feeling pressured and unable to contribute optimally. Schneider, B., Ehrhart, M. G., & Macey, (2013) found that organizations with inclusive and collaborative cultures have higher levels of employee engagement. As a result, companies must review and improve their organizational culture in order to increase employee engagement.

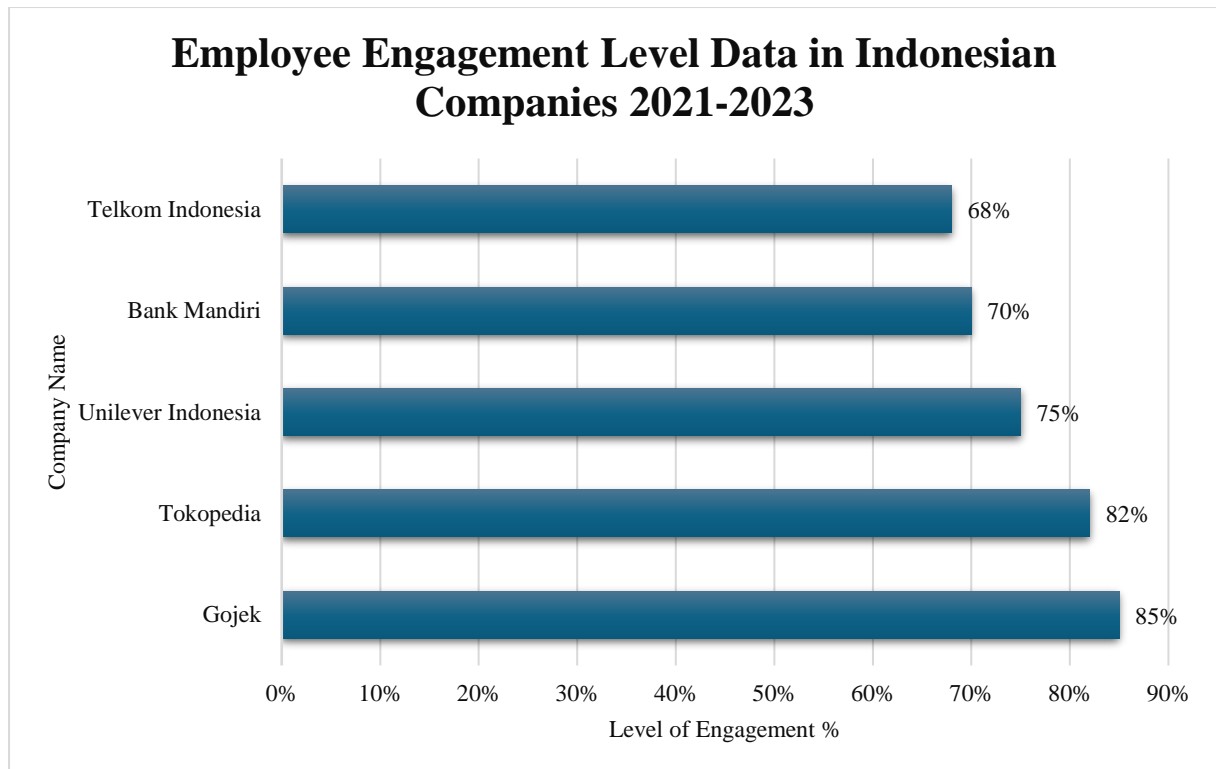


Figure 2. Employee Engagement Level Data in Indonesia Companies 2021-2023
 Source: Jobstreet, 2023

In figure 2 above, data is obtained from 5 companies, both private companies and State-Owned Enterprises (BUMN). Private companies consist of Unilever Indonesia, Tokopedia and Gojek, while BUMN companies consist of Telkom Indonesia and Bank Mandiri. Of the five companies, Gojek is the company with the highest employee engagement, which is 85% of a 100% scale, while Telkom Indonesia is the company with the lowest employee engagement of the other four companies, which is 68% of a 100% scale. With this level of employee engagement, it can be a benchmark in seeing the company's performance from the aspect of its human resources.

Remuneration is also a significant factor in employee engagement. Employees who feel valued and fairly compensated for their contributions are more engaged at work. According to Kahn, (1990) research, employees who believe they are rewarded for their efforts are more likely to demonstrate high levels of commitment and engagement. Furthermore, effective leadership development can help develop leaders who can inspire and motivate employees, increasing their workplace engagement.

To improve employee engagement, companies must consider a number of factors, including organizational culture, career paths, compensation, and leadership development. Adopting a holistic approach will allow businesses to create a more positive work environment in which employees feel valued and motivated to reach their full potential. As a result, the first step must be to review the existing organizational culture and implement the necessary changes to better support employee engagement.

Formulation of the Problem

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Delegation Leadership affect Organizational Culture?; 2) Does Paternalistic Leadership influence Organizational Culture?; 3) Does Delegation Leadership influence Organizational Development?; 4) Does

Paternalistic Leadership influence Organizational Development?; 5) Does Organizational Culture influence Organizational Development?; 6) Does Delegation Leadership influence Organizational Development through Organizational Culture?; and 7) Does Paternalistic Leadership influence Organizational Development through Organizational Culture?.

METHOD

This study employs a descriptive qualitative approach. This method was chosen because it allows researchers to thoroughly investigate and comprehend the phenomenon of employee engagement, with a focus on the context and meaning contained within the employee experience. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the study and the characteristics of the subject being studied.

The data used in this study is from previous research on the topic of employee engagement. The researcher will conduct an analysis of existing literature to identify patterns and trends in career paths, organizational culture, compensation, and leadership development. Using previous research allows researchers to develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence employee engagement (Susanto, Arini, et al., 2024).

The data was gathered through a literature review. The literature review is an important step in this research because it allows researchers to identify and analyze various sources relevant to the topic at hand. Researchers will collect data from journal articles, books, and other relevant documents to gain insight into employee engagement. The literature review also informs researchers about the most recent developments in this field and identifies research gaps that need to be filled.

This study used data from a variety of reputable academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms like Publish or Perish and Google Scholar. Using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of employee engagement from various perspectives.

Career path, organizational culture, remuneration, and leadership development will all be investigated as independent variables in this study. Meanwhile, employee engagement serves as the focus's dependent variable. By analyzing the relationship between these variables, the researcher hopes to identify the key factors that influence employee engagement at work. This study is expected to provide companies with practical recommendations for increasing employee engagement, which can have a positive impact on overall organizational performance, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSIONS

The following are research findings taking into account the context and problem formulation:

Employee Engagement

Employee engagement occurs when employees feel connected, committed, and actively contribute to the organization's goals. Employee engagement refers to employees' enthusiasm and commitment to their work and organization. Employees who are engaged usually show a high level of dedication, are proactive in their tasks, and contribute more to achieving company goals (Susanto & Sawitri, 2022).

Dimensions or indicators that cover the Employee Engagement variable include: 1) Commitment to work, in which employees show high dedication to their duties and

responsibilities; 2) Job satisfaction, in which employees are satisfied with their work environment and role; 3) Participation in decision-making, in which employees feel involved in the decision-making process affecting them; 4) Interpersonal relationships, which include positive interactions between employees, coworkers, and superiors; and 5) Self-development, which indicates that employees feel supported in developing their skills and careers. Research shows that organizations with high levels of employee engagement have higher productivity and lower turnover rates (Susanto, Simarmata, et al., 2024).

Employee Engagement is relevant to previous research that has been studied by: (Susanto & Rony, 2023), (Riyanto et al., 2017), (Susanto, Syailendra, & Suryawan, 2023).

Path Career

Career paths are the paths people take in their professional development, which include promotions, job rotations, and skill development. A clear career path can inspire employees to reach their objectives and contribute more to the organization. A career path is a plan created by a company or employee to gradually develop professional skills and experience leading to a higher position in the organization. A clear career path can boost employee morale and loyalty (Sawitri et al., 2023).

Dimensions or indicators that include the Career Path variable include: 1) Clarity of career goals, where employees have a clear understanding of their short-term and long-term goals; 2) Opportunities for promotion, which reflects the likelihood of employees obtaining higher positions; 3) Training and development, which demonstrates the organization's commitment to improving employee skills; 4) Mentoring, in which employees receive guidance from superiors or more experienced colleagues; and 5) Performance feedback, which informs employees on how to improve their performance (Lestari & Emi, 2021).

Career Path is relevant to previous research that has been studied by: (Suaprdi, 2023), (Arif, 2019), (Susanto, Sawitri, & Suroso, 2023).

Organizational Culture

Organizational culture is a collection of values, norms, and practices that shape the workplace and influence employee behavior. A positive culture can boost employee morale and foster a productive environment. Organizational culture is a set of shared values, norms, beliefs, and practices among members of an organization. This culture influences how employees interact, make decisions, and perform their daily tasks (Putri et al., 2023).

Dimensions or indicators that include the Organizational Culture variable include: 1) Core values, which include the fundamental principles supported by the organization; 2) Open communication, which indicates the degree to which information can flow freely within the organization; 3) Support for innovation, which encourages employees to think creatively and try new things. 4) Inclusive leadership, which reflects the leader's approach to involving all employees in decision-making; and 5) Rewards and recognition, which acknowledges employees' contributions (Saputra et al., 2024).

Organizational Culture is relevant to previous research that has been studied by: (Ali et al., 2022a), (Kahfi et al., 2022), (Silitonga et al., 2017), (Nurisman, 2019), (Jumawan et al., 2024), (Rony et al., 2019).

Remuneration

Remuneration is the compensation an employee receives in exchange for their efforts, which includes salary, bonuses, and other benefits. Fair and competitive remuneration is critical in attracting and retaining quality employees. Remuneration is the compensation or reward that employees receive in exchange for their contributions, which can take the form of a salary, bonuses, allowances, or other incentives (Didit & Nikmah, 2020).

Dimensions or indicators that include the Remuneration variable include: 1) Internal fairness, which indicates the match between an employee's salary and their responsibilities and contributions; 2) Balance between salary and benefits, which means employees receive a balanced remuneration package; 3) Salary transparency, which reflects how clearly employees understand how their salary is determined. 4) Performance-based bonuses, which incentivize employees to meet targets; and 5) Additional benefits such as health insurance and pension plans (Putra et al., 2023).

Remuneration is relevant to previous research that has been studied by: (Joniaková et al., 2022), (Kibambila & Ismail, 2021). (Salehi et al., 2022), (Ghafar & Susanto, 2024), (Buda Prasada & Sawitri, 2019).

Leadership Development

Leadership development is a process that aims to improve an individual's ability to lead and manage a team. Effective leaders can foster a positive workplace culture and increase employee engagement. Leadership development is a process that improves employee leadership abilities through training, mentoring, and hands-on experience. This development aims to prepare employees for future leadership roles and to ensure the organization's continued effective management. The combination of these factors is critical for creating a productive and motivating work environment (Siagian et al., 2023).

Dimensions or indicators that include the Leadership Development variable include: 1) Leadership training programs, which allow individuals to learn about leadership skills; 2) Project leadership opportunities, in which employees are given the responsibility of leading a team on a specific project; 3) 360-degree feedback, which provides perspectives from multiple sources on an individual's leadership abilities; 4) Coaching and mentoring, where more experienced leaders mentor younger employees; and 5) Strategic decision-making, where leaders participate in the organization's planning and decision-making processes (Susanto, Agusinta, & Setyawati, 2023).

Leadership Development is relevant to previous research that has been studied by: (Nuraeni et al., 2022), (Mahaputra & Saputra, 2021), (Saputra et al., 2023).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Daris et al., 2021)	-Career Management Variables Influence Job Security at PT Adaro Indonesia Site Kalimantan -Career Path Variables Influence Job Security at PT Adaro Indonesia Site Kalimantan -Career Management Variables Influence Employee Engagement at PT Adaro Indonesia Site Kalimantan	-This article has similarities in examining the Path Career variable as the independent variable, and examining the Employee Engagement variable as the dependent variable.	-The difference with previous research is in the Career Management variable, other Independent variables. And the Job Security variable in other Dependent variables.

		-Career Path Variables Influence Employee Engagement at PT Adaro Indonesia Site Kalimantan		-Another difference is that previous research has a research object, which was conducted at PT Adaro Indonesia Site Kalimantan
2	(Widyaswendra, 2020)	-Organizational Culture Variables Influence Job Satisfaction at PT Pelindo III (Persero) -Organizational Culture Variables Influence Employee Engagement at PT Pelindo III (Persero)	-This article has similarities in examining the Organizational Culture variable as its independent variable, and examining the Employee Involvement variable as its dependent variable.	-The difference with previous research is that there is a Job Satisfaction variable as another dependent variable.
3	(Didit & Nikmah, 2020)	-Remuneration Variables Influence Employee Engagement -Social Support Variables Influence Employee Engagement	-This article has similarities in examining the Remuneration variable as the independent variable, and examining the Employee Engagement variable as the dependent variable.	-The difference with previous research is that there is a Social Support variable as another Independent variable.
4	(Novianto, 2023)	-Leadership Development Variables Influence Employee Engagement -Work Life Balance Variables Influence Employee Engagement -Leadership Development Variables Influence Turnover Intention -Work Life Balance Variables Influence Turnover Intention	-This article has similarities in examining the Leadership Development variable as its independent variable, and examining the Employee Engagement variable as its dependent variable.	-The difference with previous research is in the Turnover Intention variable as another Dependent variable. And the Work Life Balance variable as another Independent variable.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Influence of Career Paths on Employee Engagement

A clear and structured career path is important for increasing employee engagement. Clarity in career goals allows employees to understand the direction and expectations of their

jobs. According to Gallup research, employees with clear career goals are more engaged. This is because they feel more purposeful and motivated to achieve their goals. For example, in technology companies such as Google, employees are given the opportunity to set personal career goals that are aligned with the company's vision, which increases their commitment to work.

Opportunities for advancement play an important role in career paths. Employees who see opportunities to advance their careers are more engaged. According to a LinkedIn survey, 94% of employees would stay with a company longer if there were opportunities for advancement (LinkedIn, 2019). Companies such as Unilever provide a clear example of a strong leadership development program that allows employees to transition into different roles and increase their engagement in the workplace.

Training and development also have a significant impact on employee engagement. According to a report published by the Society for Human Resource Management (SHRM), organizations that invest in employee training have higher levels of engagement. For example, companies such as IBM provide ongoing training programs that not only improve employees' skills but also boost their confidence in carrying out tasks. When employees believe they have the necessary skills to succeed, they are more likely to be actively engaged at work.

Mentoring is another aspect of a career path that can affect employee engagement. A good mentor can offer the guidance and support needed to help employees achieve their career objectives. According to a study published by Harvard Business Review, employees who had mentors had higher levels of engagement and job satisfaction (HBR, 2018). Companies such as Deloitte have demonstrated that mentoring programs increase employee engagement and job satisfaction.

Performance feedback is also an important part of the career path. Constructive feedback increases employee engagement and motivation to improve performance. Zenger/Folkman found that employees who receive positive feedback on a regular basis are more engaged. A continuous feedback system is implemented in companies such as Adobe, allowing employees to identify areas for improvement while also celebrating their accomplishments, increasing commitment and job satisfaction.

2. The Influence of Organizational Culture on Employee Engagement

A positive and inclusive organizational culture has a significant impact on employee engagement. Clear core values within an organization guide employees in carrying out their duties. Deloitte's research indicates that companies that incorporate strong values into their work culture have more engaged and loyal employees (Deloitte, 2021). Patagonia's commitment to sustainability and social responsibility attracts employees with similar values, leading to increased engagement.

Open communication is also an important part of organizational culture. Employees who feel they can speak openly and honestly to management are more engaged. Gallup found that companies with good communication have higher levels of employee engagement. Netflix is an example of a company that practices open communication. Employees are encouraged to provide feedback and share ideas, resulting in a collaborative work environment and increased engagement.

Employee engagement is also boosted by an organizational culture that encourages innovation. Employees who believe that their ideas are valued and encouraged to be explored are more engaged. McKinsey's report found that companies that encourage innovation have more engaged and productive employees. Real-life examples include 3M, which has an innovation program that allows employees to spend 15% of their time exploring new projects, increasing engagement and creativity.

Inclusive leadership is another important factor in organizational culture. Leaders who listen to and value employee contributions can foster an environment of engagement. The Center for Creative Leadership found that inclusive leadership can significantly increase employee engagement (CCL, 2019). Microsoft is an example of a company that practices inclusive leadership, with CEO Satya Nadella encouraging an inclusive and diverse culture that contributes to increased employee engagement.

Rewarding and recognizing employee contributions is another important component of organizational culture that influences engagement. Employees who feel valued are more engaged and committed to their work. O.C. Tanner's research shows that companies with effective reward programs have higher levels of employee engagement. Zappos is one example of a company that uses rewards and recognition. It is known for its strong reward culture, which increases employee engagement and job satisfaction.

3. The Impact of Remuneration on Employee Engagement

Remuneration is one of the most important factors influencing employee engagement in an organization. According to research, internal fairness in remuneration systems can increase employee commitment to their jobs. According to a WorldatWork (2020) survey, 60% of employees are more engaged when they believe their salary is comparable to that of colleagues in similar positions. Internal fairness encompasses not only base salary, but also the benefits and bonuses offered. Employees who believe they are fairly compensated are more likely to be satisfied with their jobs, which boosts productivity and lowers turnover.

Employee engagement is also influenced by the salary-benefit ratio. Towers Watson (2019) found that organizations that provide a balanced remuneration package that includes salary, health benefits, pensions, and performance-based bonuses have higher levels of employee engagement. Employees who feel fairly compensated for their contributions are more committed and engaged at work. Transparency in the salary system is also important. Employees who understand how their salary is determined and believe the process is fair report higher levels of job satisfaction.

Performance-based bonuses are also an effective way to boost employee engagement. According to a study published in the *Journal of Applied Psychology* (2021), employees who received performance bonuses demonstrated a significant increase in work commitment and decision-making participation. Employees are more likely to participate actively in their work when they believe they have control over the outcomes of their efforts and can receive appropriate rewards. This fosters a positive work environment in which employees feel valued and motivated to perform at their best.

The remuneration system also influences interpersonal relationships at work. Employees who feel valued and recognized through fair remuneration tend to form stronger bonds with coworkers and management. Gallup (2020) found that teams with high levels of engagement have better interpersonal relationships, which contributes to a more collaborative work environment. Employees who feel comfortable and valued are more likely to participate in discussions and decision-making, which leads to increased innovation and productivity.

Remuneration can also have an impact on self-development. Employees who receive adequate rewards are more likely to invest in their own development, whether through formal education or professional training. According to a LinkedIn Learning (2021) survey, 94% of employees said they would stay with a company that invested in their professional development. Employees feel more engaged and committed to achieving organizational goals when they receive financial support for self-development.

4. The Impact of Leadership Development on Employee Engagement

Leadership development is a key factor in increasing employee engagement. Well-designed leadership and training programs can make employees feel more prepared and confident in their roles. According to research conducted by the Center for Creative Leadership (2020), organizations with effective leadership development programs experience up to a 30% increase in employee engagement. Employees who feel supported in developing their leadership skills are more committed to their jobs and organizations.

The opportunity to lead projects also increases employee engagement. When employees are given the responsibility of leading projects, they feel more valued and play a larger role in the organization. According to a Harvard Business Review (2021) study, employees who have the opportunity to lead projects are more satisfied and committed to their jobs than those who do not. This suggests that giving employees the opportunity to participate in strategic decision-making can boost their engagement.

360-degree feedback is also an effective way to boost employee engagement. This feedback gives employees a broader view of their performance from a variety of sources, including peers, superiors, and subordinates. According to SHRM research (2021), employees who receive constructive feedback are more engaged at work. Good feedback not only helps employees understand their strengths and weaknesses, but it also allows them to develop and improve their skills.

Coaching and mentoring play an important role in leadership development. Employees who receive training and mentoring from experienced leaders report feeling more engaged. According to a Deloitte (2020) report, 70% of employees who receive training and mentoring believe they are better prepared to take on future leadership roles. Employees who receive this support feel more valued and motivated to contribute to the organization's goals.

Strategic decision-making involving employees can also boost their engagement. When employees believe their voices are heard and valued in the decision-making process, they are more committed to the outcome. McKinsey (2021) found that organizations that involve employees in strategic decision-making have higher levels of engagement. This highlights the importance of cultivating a culture that encourages active employee participation in decision-making.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

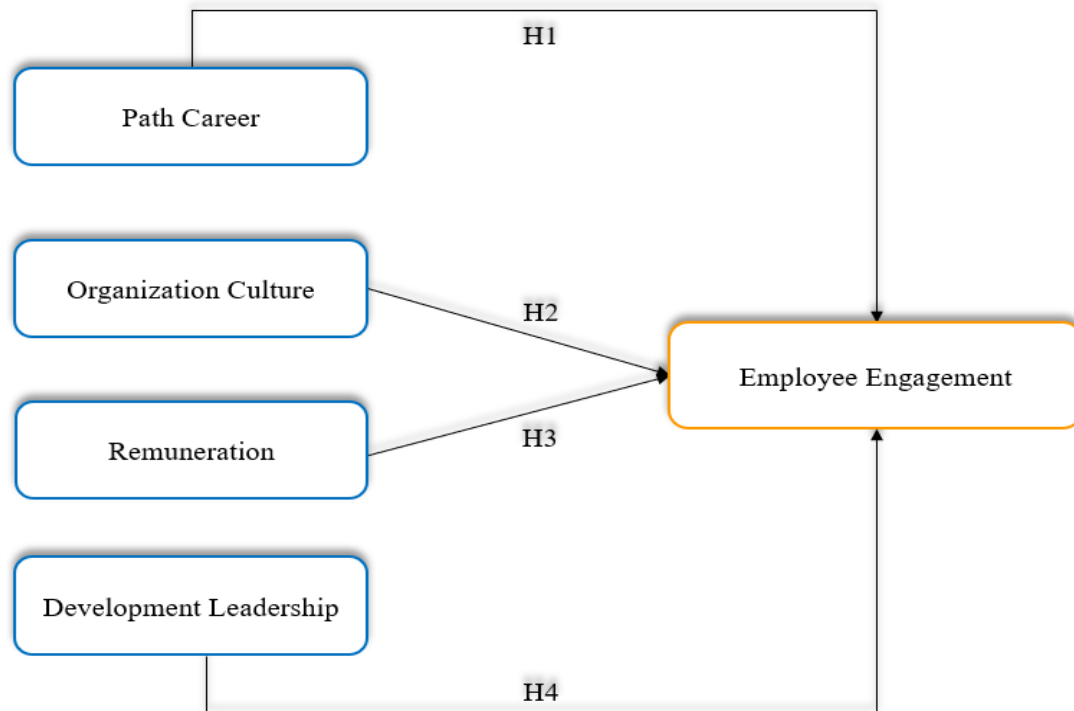


Figure 2. Conceptual Framework

Based on Figure 2 above, Career Path, Organizational Culture, Remuneration, and Leadership Development affect Employee Engagement. However, in addition to the variables of Career Path, Organizational Culture, Remuneration, and Leadership Development that affect Employee Engagement, other variables affect, including:

- 1) Leadership Style: (Sudiantini & Saputra, 2022), (Ali et al., 2022b), (Saputra et al., 2023), (Susanto & Sawitri, 2022).
- 2) Career Development: (Putri et al., 2023), (Saputra et al., 2024), (Susanto, Sawitri, & Susita, 2023), (Susanto, Soehaditama, & Benned, 2023).
- 3) Workload: (Mahaputra & Saputra, 2021), (Soesanto et al., 2023), (Saputra et al., 2023), (Kahfi et al., 2022).

CONCLUSION

Based on the formulation of the problem, the results, and the discussion above, the conclusion of this study is that:

- 1) Career Path affects Employee Engagement.
- 2) Organizational Culture affects Employee Engagement.
- 3) Remuneration affects Employee Engagement.
- 4) Leadership Development affects Employee Engagement.

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