Employee Engagement Strategies as the Key to Reducing Turnover and Improving Employee Performance

Brendo Bajra Pamungkas[1], Muhammad Cahya Rezal Hasyim[2], Tania Revalinda[3], Wiranudirja Ory[4]
[1,2,3,4]Universitas Muhammadiyah Malang, Indonesia
Email: brendobajra26@gmail.com

Abstract

Employee engagement is one of the human resource management approaches that can align employee needs with organizational goals. This article aims to analyze employee engagement strategies in relation to turnover intention, retention, loyalty, and employee performance based on a review of available scientific articles. The study employs a qualitative approach using a literature review of eight articles, which include empirical research and conceptual studies on human resource practices, employee engagement, retention, and performance. Data were collected by reviewing the documents and recording the objectives, methods, and key findings of each article, which were then analyzed thematically by comparing patterns of findings and their differences. The findings indicate that employee engagement is related to human resource development practices, talent management, leadership, communication, recognition, compensation, career development opportunities, and a supportive work environment. Several studies indicate that engagement can strengthen the relationship between HR practices and retention, as well as serve as a mediator between talent management and performance. However, the impact of specific practices is not always the same in every context, so engagement strategies need to be tailored to the characteristics of the organization and its employees. This article concludes that engagement should be managed as an ongoing process, rather than a one-time activity, with periodic evaluations of employees' work experiences, retention intentions, and performance.

Keywords: *Human Resource Management, Turnover Intention, Employee Loyalty.*

A. INTRODUCTION

Organizations not only have the financial resources and technology, but are also able to retain talented and experienced employees, who contribute to the company's success. Retention is an important part of human resource management because employee turnover can lead to the need to recruit and train replacements and disrupt the continuity of work (Sepahvand & Khodashahri, 2021). In addition, companies must ensure that employees who remain with the company are not only physically present but also engaged behaviorally, psychologically, and emotionally in the workplace. An employee's commitment to their work and the organization is known as employee engagement. This is reflected in the level of attention, enthusiasm, and effort they devote to completing their tasks (Saad et al., 2021). Job satisfaction should be distinguished from engagement.

When an organization's goals are understood and considered meaningful, satisfied employees may feel that their working conditions are adequate, while engaged employees tend to demonstrate more active engagement and are willing to

go beyond the minimum requirements of their jobs (Henokh Parmenas, 2022). As a result, a broader approach is needed to foster engagement than simply holding internal events or offering occasional rewards. The recruitment and placement process, job design, training, career development, compensation systems, and the organizational support that employees perceive are some of the human resources practices that can shape a work experience that fosters engagement (Saad et al., 2021). Organizational commitment serves as a link between development practices and engagement in the hospitality industry, while human resource development practices are associated with affective commitment in research examining the hospitality industry (Otoo & Rather, 2024).

It is very important to consider how engagement correlates with performance. A study conducted among manufacturing employees in Bekasi found that talent management can improve employee performance through employee engagement; thus, employee engagement is not only relevant for retaining employees but also for helping them achieve better work outcomes. (Ekhsan, Parashakti, et al., 2023). According to research on engagement, job satisfaction, and compensation, satisfaction and compensation can serve as mechanisms linking engagement to performance (Aziez, 2022).

Although many studies support the idea that engagement is important, organizational context, job type, and HR practices can yield different results. For example, a study conducted in the Egyptian banking sector found that HR practices increase engagement, but the organizational strategies implemented did not prove to moderate this relationship (Aziez, 2022). These differences indicate that the evaluation of results must be conducted comprehensively rather than assuming that a single method will yield the same results for all companies. Against this backdrop, this article reviews the available literature to gain an understanding of employee engagement strategies related to improving performance, employee retention and loyalty, and reducing the desire to leave a job. Based on the findings from the reviewed articles, the objective of this study is to examine how human resource practices and employee engagement are related to employees' intention to leave, retention, loyalty, and performance.

B. LITERATURE REVIEW

1. Employee Engagement in Human Resource Management

Employee engagement can be defined as the cognitive, emotional, and behavioral involvement of employees in carrying out their responsibilities at work, such that employees not only understand their responsibilities but also devote their resources and attention to fulfilling them (Saad et al., 2021). Eight drivers are emphasized in the hybrid workplace engagement model: transparency, ongoing feedback, employee-involving activities, recognition of achievements, relationships among employees, collaboration, and trust.

These drivers indicate that engagement is not merely an individual trait; it also influences how companies design communication, workplace relationships, and day-

to-day support. Retention strategies, work culture, leadership styles, job satisfaction, career opportunities, performance evaluations, and engagement practices are considered interrelated factors in maintaining workforce stability (Challa Jyotsna Devi, P. Raghunadha Reddy, 2025).

Human resource (HR) development practices can help employees acquire the knowledge and skills they need to perform their duties. Findings (Otoo & Rather, 2024) shows that there is a significant relationship between human resource development practices and affective commitment, as well as between participation and organizational commitment.

2. Employee turnover intention, retention, and loyalty

In terms of retention, an organization can retain its employees, whereas turnover intention refers to employees' tendency or desire to leave the organization. The two are related but not the same, as the intention to leave does not necessarily lead directly to an actual resignation (Sepahvand & Khodashahri, 2021).

Intrinsic and external factors, including a sense of being valued, job security, learning opportunities, supportive leadership, corporate culture, and salary (Challa Jyotsna Devi, P. Raghunadha Reddy, 2025), underscore the importance of a planned and integrated retention approach, rather than merely reacting after an employee expresses a desire to leave.

A study (Sepahvand & Khodashahri, 2021) found that strategic HR management practices significantly influence retention, and job engagement strengthens the relationship between these practices and retention across most of the dimensions tested. However, engagement did not moderate the relationship between performance evaluations and retention in this study; therefore, the impact of these strategies must be examined based on the type of practice.

In the articles reviewed, employee loyalty can be defined as an employee's tendency to remain connected to the organization and support its goals. Loyalty and talent retention are linked to commitment, clear communication, recognition, and a work environment based on mutual trust, according to research on hybrid work cultures (Kumari & Yelkar, 2022).

3. Employee engagement and employee performance

Work achievements, quality of results, productivity, and the fulfillment of responsibilities in line with objectives are correlated with employee performance. (Aziez, 2022) concluded that engagement is related to performance and that job satisfaction and compensation can serve as mediating variables.

A study (Ekhsan, Parashakti, et al., 2023) shows that employee engagement mediates the relationship between talent management and employee performance in the surveyed manufacturing companies in Bekasi. The results indicate that talent management practices must create a work experience that makes employees feel engaged, rather than being merely formally designed. A study (Saad et al., 2021) shows that HR practices such as selection and recruitment, job design, and

compensation and reward systems enhance engagement. These findings suggest that performance improvements achieved through employee participation require consistent work systems and management practices.

C. METHOD

This study employs a qualitative methodology and utilizes a literature review design. This design was chosen because the primary objective of the study is to analyze and synthesize employee engagement strategies in relation to employee turnover intentions, retention, loyalty, and performance.

The secondary data sources used consist of 8 scientific journal articles published from 2021 to 2025. Employee engagement, HR practices, retention, turnover, talent management, and employee performance are the topics discussed in the analyzed articles. Empirical and conceptual articles were retained and distinguished as separate types of evidence to ensure that the study did not conflate the results of field research with those of conceptual research.

Data were collected by thoroughly reading the documents and noting relevant information from each article. All data collected included the author's name, year of publication, research objectives, approaches or methods used, context, and key findings. The results were then grouped into four main themes and analyzed thematically:

1. Human Resources Practices.
2. Factors that shape engagement.
3. Retention or Turnover Goals.
4. Employee Performance.

Next, this objective was achieved by comparing the findings of various articles to identify consistent patterns, contextual differences, and research results that were not entirely consistent. This analysis was conducted objectively and without bias, based on eight valid articles.

D. RESULTS AND DISCUSSION

1. SDM Practices as the Foundation of Employee Engagement

The study findings indicate that human resources practices that demonstrate that employees' contributions are valued and their development is considered important make engagement more likely. Human resources practices—particularly in the areas of selection and recruitment, job design, and compensation and pay systems—have a positive impact on engagement, according to a study conducted in the Egyptian banking sector. (Saad et al., 2021).

Previous studies in the field of hospitality have found that there is a relationship between human resource development practices and affective commitment. In addition, the role of organizational commitment in linking human resource development practices to affective commitment (Otoo & Rather, 2024) Rather than relying solely on employees' personal preferences, both view the organizational system as the key determinant of engagement.

At the same time, (Otoo & Rather, 2024) found that there was no significant correlation between HR development practices and normative and sustained commitment. These findings serve as a reminder that not all types of commitment automatically result from development activities; therefore, organizations must understand how employees perceive support. Research by (Sepahvand & Khodashahri, 2021) adds that employee retention and engagement are linked to strategic HR management practices. Consequently, retention, compensation, development, and recruitment policies should be designed as a mutually supportive set rather than as separate programs.

2. Engagement Strategies to Reduce Turnover Intentions and Strengthen Retention

To support retention, strategies must consider the reasons employees want to stay, not just the reasons they joined the organization. (Challa Jyotsna Devi, P. Raghunadha Reddy, 2025) identify key elements of retention strategies related to career development, job satisfaction, leadership, work culture, performance evaluation systems, and organizational commitment.

It appears that learning and career development opportunities are very important because they demonstrate that a company is willing to prioritize its employees' skills. In a study (Sepahvand & Khodashahri, 2021), engagement mediates the relationship between retention and training and career development, suggesting that the benefits of development may be stronger when employees are also engaged in their work.

Although compensation is very important, it is not considered the sole motivation for staying with an organization. A study (Sepahvand & Khodashahri, 2021) found that engagement strengthens the relationship between compensation and benefits and retention, while a study (Aziez, 2022) linked compensation and job satisfaction to engagement and performance. A positive work experience can be achieved through clear communication, regular feedback, and recognition of contributions. According to a model by Kumari & Yelkar (2022), transparency, feedback, recognition, collaboration, and trust are key elements in designing engagement strategies for hybrid work environments. (Henokh Parmenas, 2022) also concludes that engagement programs must be conducted regularly so that employees feel connected to and loyal toward the organization. This emphasizes that engagement is not just a one-time activity, but a process that needs to be maintained through leadership interaction, team support, development, and continuous evaluation.

However, the research findings do not support the idea that every engagement practice will always reduce turnover in the same way. In the study by Sepahvand et al. (Sepahvand & Khodashahri, 2021), although evident in many other HR practices, the moderating role of engagement was not found in the relationship between performance evaluations and retention. This discrepancy suggests that companies must directly evaluate the causes of turnover intentions through discussions, surveys on work experience, and analyses of why employees leave the company. This

recommendation is a practical consequence of the differences in findings across the reviewed articles, not a result of this study's own testing.

3. Engagement Strategies to Improve Employee Performance

Engagement is correlated with performance because employees who feel connected to their work tend to devote more attention and effort to completing their tasks. A manufacturing company in Bekasi believes that talent management improves performance through engagement; therefore, engagement is the mechanism that explains how a talent management approach can produce results (Ekhsan, Parashakti, et al., 2023).

Aziez (2022) also states that job satisfaction and compensation influence relationships, while engagement is linked to performance. This means that organizations must not only ensure that employees perceive their targets, workloads, rewards, and the support they receive as reasonable. These methods can be complemented by competency development strategies. Research (Ekhsan, Parashakti, et al., 2023) explains that talent management encompasses efforts to attract, develop, place, and retain high-potential employees, so this strategy can simultaneously help improve both capabilities and engagement.

Engagement in hybrid work requires special attention to the quality of communication and the day-to-day work experience. (Kumari & Yelkar, 2022) emphasize the importance of interaction, collaboration, feedback, and trust, as employees in virtual work environments have a different engagement experience compared to those who work in person.

A study (Saad et al., 2021) found that the implementation of organizational strategy does not moderate the relationship between human resource practices and engagement. These results suggest that simply communicating organizational strategy is not always sufficient; practices that employees directly experience, such as reward systems, recruitment, and job design, must be taken into account.

Overall, engagement-based performance improvement strategies must combine a fair compensation system, clear objectives, work aligned with competencies, support from supervisors, recognition, and skills development. The findings of this synthesis draw on patterns from empirical studies on HR practices, talent management, and engagement (Ekhsan, Parashakti, et al., 2023).

4. Similarities, Differences, and Connections Among the Findings

A key commonality among the articles reviewed is that engagement is viewed as a critical link between employee experience and organizational outcomes, both in terms of retention and performance. Empirical findings in the manufacturing, banking, hospitality, and training industries indicate that HR practices and organizational support are relevant to fostering engagement or retaining employees (Otoo & Rather, 2024).

The differences lie in the context, methods, and focus of the variables: (Ekhsan, Parashakti, et al., 2023) used a quantitative survey to evaluate how engagement plays

a role in the relationship between performance and talent management, whereas (Henokh Parmenas, 2022) To discuss strategies for preventing turnover, he used literature reviews, theoretical comparisons, and interviews, which are discussed in his article.

Another difference is evident in the type of relationship being tested. Otoo & Rather (2024) positioned organizational commitment as a link between human resource development practices and participation, whereas Sepahvand & Khodashahri (2021) evaluated engagement as a moderator of the relationship between strategic HR practices and retention. These differences in the positioning of these variables indicate that the two studies explain different mechanisms and cannot be considered substitutes for one another.

In addition, a conceptual review Devi & Reddy (2025) summarizes broader retention factors, while a study (Saad et al., 2021) examines how HR practices and engagement are correlated in the Egyptian banking sector. Consequently, this synthesis reveals complementary patterns, but it is not sufficient to conclude that a single strategic model would apply to all fields.

E. CONCLUSION

According to the eight available articles, employee engagement is closely linked to how an organization manages its human resources—from recruitment and job design to career development, rewards, communication, and support for leaders. According to the research, engagement is best understood as a process shaped by day-to-day work and commitment to organizational policies rather than as a ceremonial program. Employee engagement is linked to retention because it can strengthen the relationship between strategic HR practices and employees' decisions to stay with the company; however, engagement can also serve as a mediator between talent management and performance. This relationship is not always the same across all contexts or HR practices, so turnover and performance goals must be monitored and interpreted separately according to the organization's characteristics.

In practice, organizations must create sustainable engagement programs through transparent communication, regular feedback, fair recognition, career and educational opportunities, fair compensation, realistic job design, and supportive leadership. To ensure that plans can be tailored to needs, periodic evaluations must include employee experiences, retention intentions, reasons for leaving, and work achievements. The two additional articles requested in the inquiry must be available before this conclusion—which is a literature review—can be substantiated.

REFERENCES

1. Aziez, A. (2022). the Effect of Employee Engagement on Employee Performance With Job Satisfaction and Compensation As Mediating Role. *Journal of Social Research*, *1*(3), 221–230. https://doi.org/10.55324/josr.v1i3.58
2. Devi, C. J., & Reddy, P. R. (2025). Analysis of key drivers, strategies, and HR practices of employee retention. *Journal of Informatics Education and Research*, *5*(2),

4258-4267. https://doi.org/10.52783/jier.v5i2.2914
3. Ekhsan, M., Parashakti, R. D., & Perkasa, D. H. (2023). The impact of talent management on employee performance mediated by employee engagement. *East Asian Journal of Multidisciplinary Research*, *2*(4), 1821-1834.
4. Henokh Parmenas, N. (2022). Employee Engagement: Turn Over Prevention Strategies and the Key To Improving Performance Management in a Multinational Company. *Journal of Economics, Management, Entrepreneurship, and Business (JEMEB)*, *2*(1), 8–12. https://doi.org/10.52909/jemeb.v2i1.70
5. Kumari, S., & Yelkar, N. (2022). Examining the factors and employee engagement model design for a new-age hybrid work culture. *Journal of Strategic Human Resource Management*, *11*(1).
6. Otoo, F. N. K., & Rather, N. A. (2024). Human resource development practices and employee engagement: the mediating role of organizational commitment. *Rajagiri Management Journal*, *18*(3), 202–232. https://doi.org/10.1108/ramj-09-2023-0267
7. Saad, M. M., Gaber, H. R., & Labib, A. A. (2021). Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt. *SA Journal of Human Resource Management*, *19*, 9.
8. Sepahvand, R., & Khodashahri, R. B. (2021). Archive of SID Strategic Human Resource Management Practices and Employee Retention: A Study of the Moderating Role of Job Engagement Archive of SID. *Iranian Journal of Management Studies (IJMS), 14*(2), 437–468.