

The Influence of Employee Engagement and Work Motivation on Employee Loyalty: A Systematic Literature Review Using the PRISMA Method (Case Study on Employees of PT. XXX Area HQ)

Siska Yulia^{1*}, Eko Budi Soetjipto², Madziatul Churiyah³
^{1, 2, 3} Malang State University, Indonesia

* Corresponding Author: siska.yulia.2504138@student.um.ac.id

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ABSTRACT

This study aims to analyze the development of research on employee engagement, work motivation, and employee loyalty through approach Systematic Literature Review (SLR) and bibliometric analysis. The research uses method PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) for the systematic identification, screening, evaluation, and selection of articles. Research data was obtained from the Scopus database with a publication range of 2020-2026 using the keywords employee engagement, work motivation, and employee loyalty. Bibliometric analysis was conducted using the [Unclear text] tool. soft VOSviewer For map connection between keywords, research trends, country collaborations, and developments in research themes. The results show a significant increase in publications related to employee loyalty, employee engagement, and work motivation in the 2023-2025 period. Keyword co-occurrence analysis yielded three main clusters: work motivation, employee management, and employee loyalty. The research findings indicate that work motivation, human resource management practices, and employee engagement have a significant influence on the formation of employee loyalty. Geographically, the Asia-Pacific region dominates the development of research, particularly Malaysia, Australia, and Macau. This study confirms that employee loyalty is a strategic issue in modern organizations, so companies need to implement HR management that is oriented towards employee engagement, motivation, and well-being.

INTRODUCTION

In an era of globalization and increasingly competitive business competition, organizations are required to maintain the quality of human resources as a strategic company asset. Organizational success is determined not only by technology and capital, but also by... Also influenced by loyalty And attachment employee to company. Employee loyalty is an

important factor because it is related to organizational stability, work productivity, reduced turnover intention, and the long-term sustainability of the company (Aran 2024).

One of the factors that has been widely studied in increasing employee loyalty is employee engagement . The concept of employee engagement describes the level of emotional attachment, cognitive, And psychological employee to his job and organization where they work. Employees who have high engagement tend to show enthusiasm Work, dedication, as well as willingness give contribution maximum to company (Khaeruman & Fatari 2025). According to Schaufeli and Bakker, employee engagement is characterized by three main dimensions: vigor , dedication , and absorption, which can improve individual performance and loyalty within the organization (Rubio-Andrés et al. 2024).

Besides employee engagement , work motivation is also an important factor in building employee loyalty. Work motivation is both internal and external motivation. Which cause somebody Work in a way optimal For reach objective certain (Wu et al. 2026). Employee with motivation tall will own desire more big to survive, develop, And give contribution best to organization. On the contrary,

Low work motivation can lead to decreased loyalty, productivity, and even increase employee turnover rates (Priatna & Zaini 2025).

Research on employee engagement , work motivation, and employee loyalty has seen significant growth in recent years. Various empirical studies have shown that employee engagement and work motivation have a positive influence on employee loyalty and performance (Saputri et al. 2025). However, previous research results still show variations in research methods, sample characteristics, industry sectors, and analytical approaches used. Furthermore, previous research is still dominated by partial empirical approaches, requiring a systematic research synthesis to gain a more comprehensive understanding of the relationships between these variables (Priya & Christopher 2025).

In side other, development publication scientific Which the more rapidly cause The need for quantitative mapping of research trends. Bibliometric analysis can be used to identify developments in research topics, the most influential authors, collaborative networks, and dominant keywords within a field of study (Nurliyah 2022). A bibliometric approach can also help researchers identify research gaps and future research directions more objectively.

Based on condition the, study This use method Systematic A Literature Review (SLR) using the PRISMA 2020 approach combined with bibliometric analysis was conducted. This approach was chosen to obtain a comprehensive research synthesis on the influence of employee engagement and work motivation on employee loyalty while also mapping research developments based on bibliometric analysis. Therefore, this research is expected to provide both theoretical and practical contributions to development study management source Power man, specifically related increased loyalty employees through employee engagement and work motivation (Wahyuni & Sara 2020).

METHOD STUDY

This study uses the Systematic Literature Review (SLR) method with the PRISMA 2020 approach (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). Which combined with analysis bibliometrics (Shukla et al. 2023). Method SLR is used to systematically and structuredly identify, evaluate, and synthesize previous research findings. Meanwhile, bibliometric analysis is used to map research developments based on scientific publication metadata such as authors, keywords, citations, and research collaboration networks (Gao et al. 2026). The combined SLR and bibliometric approach was chosen because it provides a more comprehensive overview of research developments related to employee engagement , work motivation, and employee loyalty, both conceptually and quantitatively (Alfajri et al. 2026).

Data study obtained from article scientific Which sourced from database international and national, namely Scopus. Article Which used is publication scientific in The form of research journals relevant to the topics of employee engagement , work motivation, and employee loyalty. The article search process was carried out using a combination of keywords (search string) following: ("employee engagement" OR "work engagement"), ("work motivation" OR "motivation") And ("employee loyalty" OR "employee retention"). The article search was conducted in the publication period 2020–2026 to obtain the latest research and relevant to the current development of human resource studies (Rayis et al. 2022).

The systematic literature review process, inclusion and exclusion criteria are required. For ensure article Which chosen in accordance with objective research (Eloise Rose et al. 2024). The inclusion and exclusion criteria are as follows:

Inclusion Criteria

1. Article discuss employee engagement , motivation Work, And employee loyalty .
2. Article published on year 2020–2026.
3. Article originate from international journal, Scopus.
4. Article available in text complete (full text).
5. Article use method quantitative, qualitative, or mixed methods.

Exclusion Criteria

1. Article in the form of thesis, thesis, proceedings, or book.
2. Article Which No relevant with topic study.
3. Article Which have data incomplete .
4. Article duplicate from the database Which different.

Stages PRISM

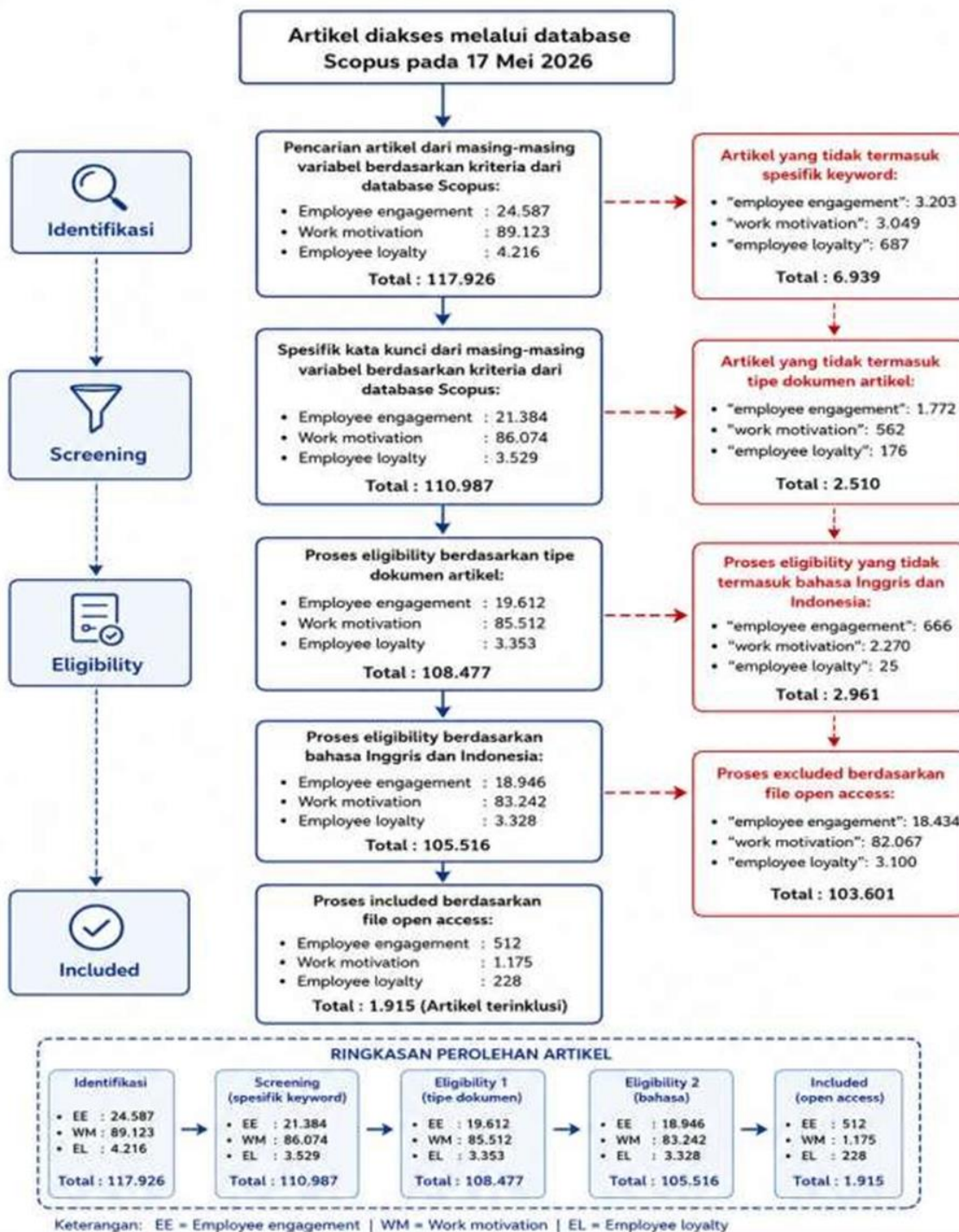
Study This use stages PRISM 2020 Which consists of from four stage main, that is:

1. Identification
Researchers identified articles from various databases using predetermined keywords.
2. Screening
Article Which found filtered based on title, abstract, And suitability research topic .
3. Eligibility

Article Which pass stage screening Then analyzed in a way comprehensive based on the full content of the article.

4. Included

Article Which fulfil all over criteria inclusion used as source main in research.



Picture 1. Diagram PRISM – Systematic Literature Review

This diagram demonstrates the article selection process using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method in Systematic Literature Review (SLR) research and bibliometric analysis (Kim et al. 2025). The diagram illustrates the stages of identification, screening, feasibility evaluation, and determination of the final articles used in research related to employee engagement , work motivation , and employee loyalty . The use of PRISMA aims to ensure that the article selection process is carried out systematically, transparently, and structured to increase the validity of the research (Rayis et al. 2022).

On stage identification , search article done through database Scopus on May 17, 2026 using three main keywords, namely employee engagement , work motivation , and employee loyalty (Dibyantoro et al. 2021). Results search beginning get total 112,653 articles, consisting of 19,314 articles on employee engagement , 89,123 articles on work motivation , and 4,216 articles on employee loyalty . This number indicates that topics related to human resource management and work motivation have very high research development in the academic literature (Wu et al. 2026).

The screening process is based on keyword specifications and the type of article document. At this stage, articles irrelevant to the research focus and non-journal documents are eliminated. The eligibility stage then proceeds by selecting articles based on language. publication And availability access full (open access). Article Which No using language English and Indonesia as well as article Which No available in a way full issued from the analysis process (Saltalı & Yeşiltaş 2026).

The final results of the PRISMA process showed that 1,596 articles were declared to meet the criteria. all over criteria study And enter to stage included . Article the consists of The results included 193 articles related to employee engagement , 1,175 articles on work motivation , and 228 articles on employee loyalty . These results demonstrate that a rigorous selection process was carried out to ensure the articles used were truly relevant, high-quality, and aligned with the research objectives. Thus, the results of the SLR and bibliometric analysis obtained were more valid, credible, and able to provide a comprehensive overview of research developments on the topics studied (Ü ztemur et al. 2026).

RESULTS AND DISCUSSION

Distribution Temporal Publication



Picture 2. Temporal Publication Scopus Based on Variables

The analysis shows that publications on employee engagement , work motivation , and employee loyalty have experienced a significant increase in recent years. According to Scopus data, the publication trend began to increase in 2020 and peaked in the 2023-2025 period. This phenomenon indicates growing academic attention to issues of employee loyalty, work motivation, and human resource management in the post-pandemic era and the era of organizational digital transformation (Theodorakopoulos & Theodoropoulou 2024).

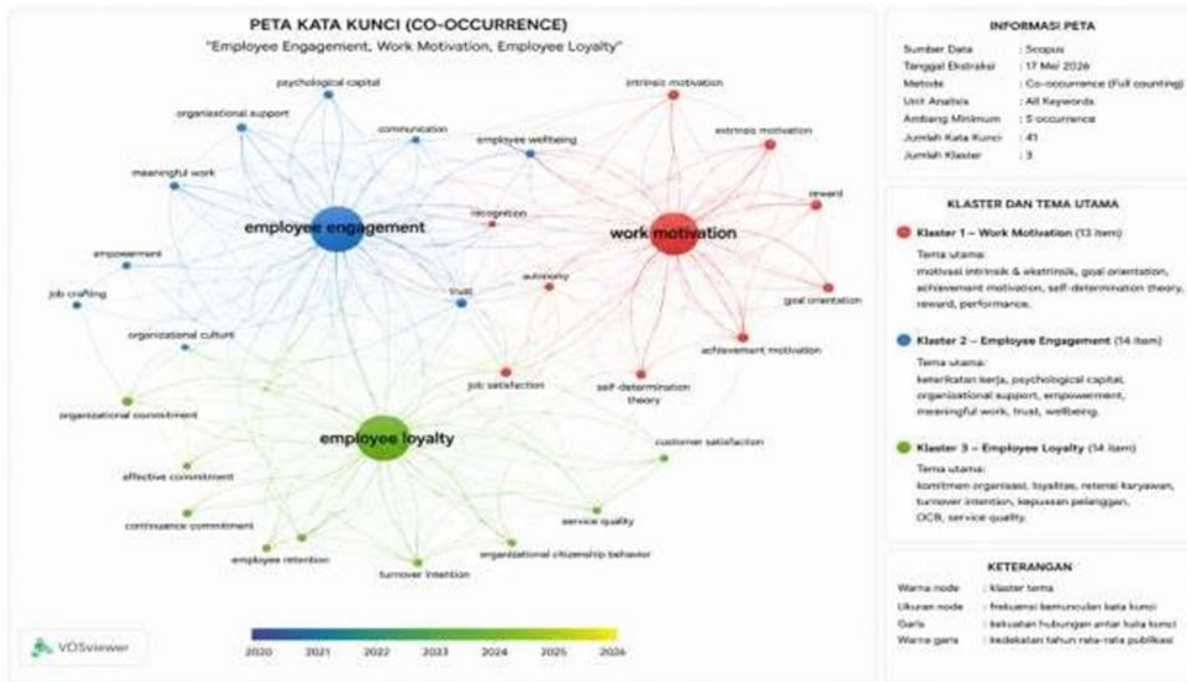
The increase in the number of articles during this period shows that this topic is in the growth stage in the cycle of scientific development. This condition is in line with the development of issues of employee retention, employee engagement, digital HR transformation, and organizational sustainability in facing changes in the global work environment (Joseph et al. 2026).

Table 1. Distribution Temporal Publication

Trend Year	Publication	Information
2020	Beginning improvement	Focus on adaptation organization
2021	Stable	Study loyalty And motivation starting to grow
2022	Increase	Integration digital HRM
2023	Significant	Surge study employee loyalty
2024	Very high	Peak productivity publication
2025–2026	Continued	Focus on engagement And sustainability

Source: Analysis bibliometrics Scopus use VOSviewer (2026)

Analysis Co-Emergence Say Key (Keywords Co-occurrence Analysis)



Picture 3. Analysis Bibliometrics Based on Cluster Say Key Variables

Visualization of keyword co-occurrence shows the conceptual structure of the research that is formed. in three cluster main. Magnitude node describe frequency emergence keywords, whereas line connector show strength connection between draft (Wowiling & Wahyudi 2019).

The most dominant keywords are employee engagement , work motivation , and employee loyalty . These three concepts occupy a central position in the network, indicating that research related to employee loyalty is heavily influenced by management practices. HR And motivation Work. Besides That, appear a number of say key supporters such as organizational commitment , training and development , job satisfaction , trust , employee retention , customer satisfaction , and organizational citizenship behavior . The emergence of keywords the indicates that loyalty employee No only influenced by internal factors individual, but Also by system organization And environment Work (Riansyah & Sya'roni 2017). Based on the results of VOSviewer mapping, there are three main clusters that form the research structure:

Table 2. Cluster Thematic Based on Analysis Say Key

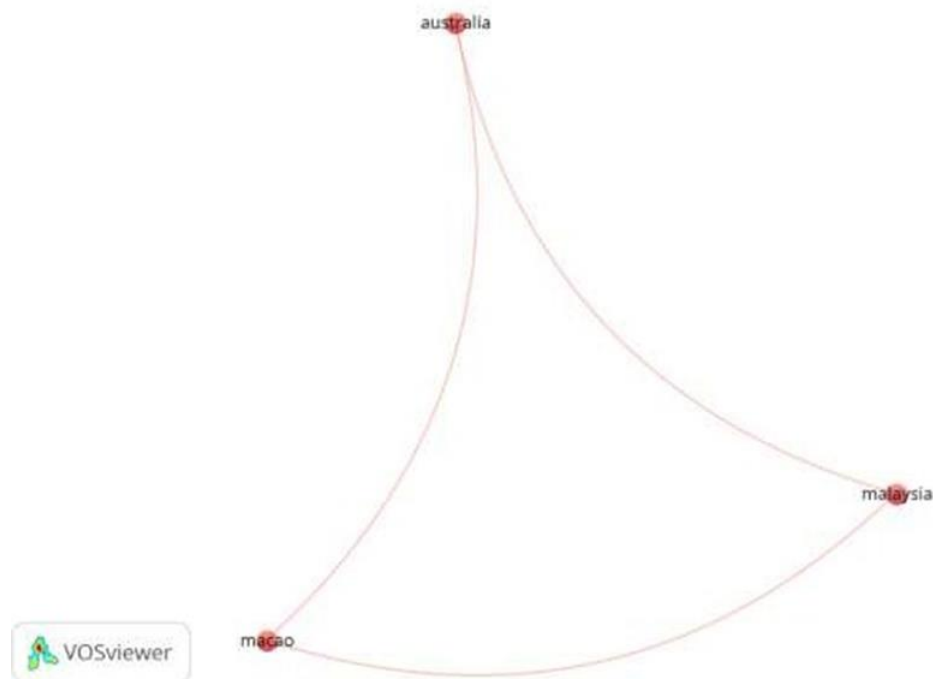
FOCUS CLUSTER	WORD THEME	KEY DOMINANT
CLUSTER 1	Work Motivation	work motivation, intrinsic motivation, job performance, work engagement
CLUSTER 2	Employee Engagement	employee engagement, leadership, HRM, training and development
CLUSTER 3	Employee Loyalty	loyalty, trust, employee retention, job satisfaction

Source: Results analysis VOSviewer (2026)

The first cluster focuses on employee work motivation and psychological factors. The second cluster represents HR management practices and organizational development. Meanwhile, the third cluster emphasizes employee loyalty, workforce retention, and the relationship between job satisfaction and organizational commitment (Gurupandi et al. 2026).

Temporal analysis shows the evolution of research topics from HR management issues traditional going to approach Which more modern And strategic. Say key colored blue represents earlier research, such as leadership , organizational commitment , and human resources management (Xing et al. 2026). Say key colored green until yellow indicates topic latest Which develop on period 2023-2026, like employee loyalty , employee retention , trust , And customer satisfaction (Rika Nurhidayah et al. 2024). Findings this indicates existence shift attention academic from just management power work towards strategy maintain loyalty And attachment employee in organization modern.

Analysis Geographical And Collaboration Country



Picture 4. Analysis Vosviewer Based on Collaboration Between countries

Analysis of country collaboration networks shows that Malaysia is the country with the most dominant research contributions on this topic. Malaysia has strong collaborative relationships with Australia and Macau, indicating international cooperation. in development research management HR And loyalty employee (Rayis et al. 2022).

Australia plays a key role in the international network due to its connectivity with two other countries. Meanwhile, Macau demonstrates its contribution. Which more specific However still own connectedness academic Which significant in the research network.

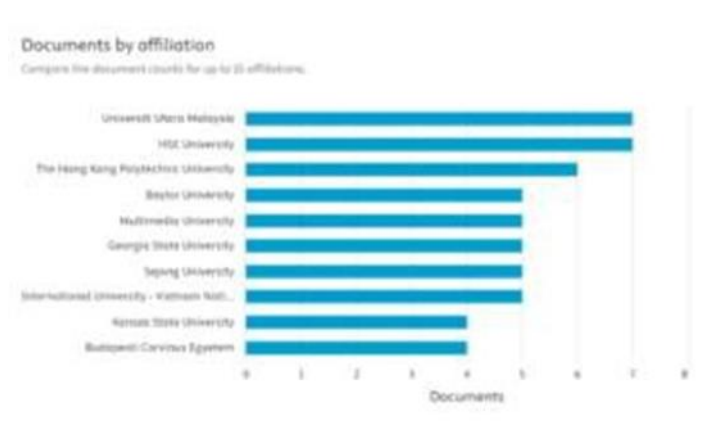
Table 3. Distribution Country in Research

Country	Characteristics Contribution
Malaysia	Country most dominant and productive
Australia	Connector international collaboration
Macau	Contributor study specific employee loyalty

Source: Analysis bibliometrics VOSviewer (2026)

Findings This show that area Asia-Pacific become center research developments related employee loyalty And work motivation. Domination countries Asia Also shows that the issue of workforce retention and engagement is a major concern for organizations in developing regions (Hamdan et al. 2019).

Analysis Institutional Affiliation



Picture 5. Analysis Based on Institutional Affiliation

The results of the affiliation analysis show that Universiti Utara Malaysia and HSE University are the institutions with the highest number of publications. In addition, several other universities other like The Hong Kong Polytechnic University, Baylor University, Multimedia University, and Georgia State University also have significant contributions (Fauziah et al. 2020). Domination university in Asia show that study related loyalty Employees are growing rapidly in the region, particularly in the context of modern organizations, digital transformation of HR, and organizational sustainability.

Table 4. Institution with Contribution Top Publications

Institution	Number of Documents
University North Malaysia	7
HSE University	7
The Hong Kong Polytechnic University	6
Baylor University	5
Multimedia University	5

Source: Data Scopus processed researchers (2026)

Influence Work Motivation to Employee Loyalty (Supported)

The results of bibliometric analysis and literature synthesis indicate that work motivation has a positive influence on employee loyalty . The dominance of the keyword work motivation in the first cluster of VOSviewer shows that work motivation is one of the variables. main Which most often associated with loyalty And retention employee. Findings This is in line with Ryan and Deci's (2017) Self-Determination Theory , which explains that individuals with high intrinsic motivation tend to have greater commitment to the organization.

Visualization bibliometrics show that work motivation own connection strong with say key like job satisfaction , job performance , intrinsic motivation , And work engagement . This indicates that work motivation not only improves individual performance but also strengthens employees' emotional attachment to the organization. Research by Pratama and Saputro (2024) also confirms that increased work motivation can strengthen employee loyalty because individuals feel their psychological and professional needs are met within the organization (Ridwan 2020).

Besides That, trend publication Which increase on period 2023–2026 show Work motivation has become a strategic issue in modern human resource management, particularly in the era of digital transformation and changing work patterns post-pandemic. Organizations that are able to create reward systems, career development, and a supportive work environment tend to have higher levels of employee loyalty than those with low levels of work motivation (Tolasa & Türkmenoğlu 2026).

Influence Employee Engagement to Employee Loyalty (Supported)

The results of the VOSviewer mapping show that employee engagement is a key word. key most dominant And own size node the biggest in network bibliometrics. This indicates that human resource management practices have a significant influence on the formation of employee loyalty. The strong relationship between employee engagement and the keywords leadership , training and development , performance management , and organizational commitment indicates that employee loyalty is significantly influenced by the effectiveness of organizational management (Ü ztemur et al. 2026).

These findings align with Human Resource Management theory , which states that effective employee management practices can increase job satisfaction, organizational

engagement, and employee loyalty. Continuous training and development programs enable employees to feel valued and have clear career growth opportunities. These conditions ultimately increase employee commitment and desire to remain within the organization (Ajib Catur et al. 2024).

Besides That, analysis temporal show that study beginning more Lots While previous research focused on human resource management and leadership issues , recent research has shifted to strategies for maintaining employee loyalty through a more humanistic and welfare-oriented approach. This shift demonstrates that modern organizations no longer view employees solely as a source of productivity but also as long-term strategic assets (Supiyandi et al. 2022).

Connection Employee Engagement And Employee Loyalty (Supported)

Literature analysis shows that employee engagement has a strong relationship with loyalty employee. Employee Which own level engagement tall tend to demonstrate greater dedication, work ethic, and commitment to the organization. This aligns with the concept of Schaufeli and Bakker (2004), who explain that engagement consists of the dimensions of vigor , dedication , and absorption, which directly influence positive work behavior.

In bibliometric visualization, work engagement is closely linked to employee loyalty , organizational commitment , and job satisfaction . This relationship indicates that employee psychological engagement is a key mechanism in building employee engagement. loyalty organization (Wu et al. 2026). When employees feel valued, own good interpersonal relationships, and obtaining organizational support, the level of emotional attachment to the company will increase (Bushara et al. 2023).

Findings This Also show that employee engagement play a role as mediating factors between motivation Work And loyalty employee (Salirrosas et al. 2024). With say On the other hand, high work motivation will be more effective in increasing loyalty if accompanied by employee involvement and commitment to the organization. Therefore, organizations need to create a work environment that can increase employee participation, communication, and a sense of belonging to the company.

CONCLUSION

This study shows that studies on employee engagement , work motivation , and employee loyalty have experienced significant developments in the 2020–2026 period. The results of a bibliometric analysis using VOSviewer indicate the existence of three main interrelated clusters: work motivation , employee engagement , and employee loyalty . These three variables have a strong relationship in shaping positive work behavior and increasing organizational sustainability. The results show that work motivation has a positive effect on employee loyalty because it can increase employee morale, commitment, and the desire to stay in the organization.

Furthermore, employee engagement plays a crucial role in increasing loyalty through

fostering emotional and psychological attachment to the company. Employees with high levels of engagement tend to be more productive, have a strong organizational commitment, and exhibit lower turnover intentions . Study This Also find that loyalty employee No only influenced by financial factors, but also by the quality of the work environment, interpersonal relationships, organizational support, And satisfaction Work. Trends study latest show existence shift focus from the traditional HR management approach towards a more humanistic and employee welfare-oriented approach.

Theoretically, this research strengthens the concepts of Self-Determination Theory and employee engagement theory , which explain the importance of intrinsic motivation and psychological attachment in increasing employee loyalty. Practically, the results of this study can serve as a reference for companies in designing employee retention strategies through increased work motivation, career development, organizational communication, and the creation of a supportive work environment.

Study This Still own limitations Because only use database Scopus and articles in English and Indonesian. Furthermore, the bibliometric analysis focused only on co-occurrence using VOSviewer, thus not exploring bibliometric methods. other in a way more deep. By Because That, study furthermore It is recommended to use a broader database and combine bibliometric analysis with empirical methods or meta-analysis to obtain more comprehensive results.

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