

Work Involvement and Organizational Commitment: Impact on Employee Performance at Telkomsel Ambon–Passo Branch

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This study aims to analyze the influence of work engagement and organizational commitment on employee performance at Telkomsel Ambon–Passo Branch. The study used a quantitative approach with a survey method. The research sample consisted of 52 employees selected using a saturated sampling technique. Data collection was conducted through questionnaires, while data analysis used multiple linear regression with the help of the SPSS program. The results of the study indicate that work engagement has a positive and significant effect on employee performance. In addition, organizational commitment also has a positive and significant effect on employee performance. These findings indicate that the higher the level of work engagement and organizational commitment of employees, the better the resulting performance. This study provides implications for companies to improve work engagement and organizational commitment through human resource development, effective organizational communication, reward provision, and career development.

Keywords: Job Engagement, Organizational Commitment, Employee Performance

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1. Introduction

In an era of globalization and increasingly rapid technological development, organizations are required to adapt to the dynamic business environment. Competition between companies is determined not only by technological sophistication and capital strength, but also by the quality of a company's human resources. Human resources are a strategic asset that determines an organization's success in achieving its goals. Therefore, companies need to pay attention to factors that can improve employee quality and performance.

Employee performance is a critical factor in determining organizational success. Good performance can increase productivity, work effectiveness, service quality, and a company's competitiveness. Conversely, poor employee performance can lead to decreased productivity, work delays, decreased service quality, and reduced customer satisfaction. In the rapidly evolving telecommunications industry, companies are required to have employees who are able to work effectively, responsively, and professionally.

One factor influencing employee performance is job involvement. Job involvement is a psychological state that indicates the extent to which an employee identifies with the work they do. Employees with high job involvement demonstrate enthusiasm, dedication, active

participation, and a strong sense of responsibility for their work. They work not only to fulfill obligations but also to perceive their work as an essential part of their lives.

Robbins and Judge explain that job engagement reflects a person's level of attention and commitment to their work. Employees with high levels of job engagement tend to be more productive, have strong intrinsic motivation, and demonstrate better work quality. In a dynamic work environment like the telecommunications industry, job engagement is a crucial factor in maintaining consistent employee performance.

Besides work engagement, another factor that influences employee performance is organizational commitment. Organizational commitment is a form of emotional attachment and loyalty employees have to the organization where they work. Organizational commitment indicates the extent to which an employee feels a sense of belonging to the organization, accepts its values and goals, and is willing to maintain membership in the organization.

Employees with high organizational commitment will demonstrate loyalty, dedication to their work, and a willingness to contribute their best to the company. Conversely, low organizational commitment can lead to increased turnover intentions, low work motivation, and decreased performance quality.

Telkomsel's Ambon-Passo branch, as one of the largest telecommunications companies in the Maluku region, faces significant work demands. The company must provide fast and high-quality service to customers, maintain network stability, and achieve digital product sales targets. These conditions require high-performing human resources.

Based on field observations, variations in employee performance levels at the Telkomsel Ambon-Passo branch are still evident. This is evident in the instability of target achievement, differences in customer service response rates, and complaints regarding delays in handling certain tasks. Furthermore, there are differences in levels of work engagement among employees, and complaints regarding workload and career development paths.

Previous research has shown that work engagement and organizational commitment have a positive relationship with employee performance. However, research on the relationship between these three variables in the context of the telecommunications industry in the archipelago is relatively limited. Therefore, this study is important to determine the effect of work engagement and organizational commitment on employee performance at the Telkomsel Ambon-Passo Branch.

2. Literature Review

Work Involvement

Job engagement is a psychological condition that describes the extent to which an individual identifies with the work they do. Robbins and Judge state that job engagement indicates an individual's level of active participation and attention to their work.

Employees with high job engagement demonstrate passion, dedication, and motivation in completing their work. They view work as an essential part of their lives and strive to deliver the best results for the organization.

Factors that influence work engagement include:

1. Sense of meaning in work.
2. Psychological safety.

3. Psychological availability.
4. Organizational support.
5. Suitability of work to individual abilities.

Work engagement indicators consist of:

1. Active participation in work.
2. Put work as a priority.
3. Emotional and mental involvement.
4. Motivation to contribute.
5. Responsibility for the work group.

Work engagement provides benefits to organizations such as increased productivity, loyalty, creativity, and reduced employee absenteeism and turnover rates.

Organizational Commitment

Organizational commitment is a form of employee psychological attachment to the organization. Meyer and Allen state that organizational commitment consists of three main dimensions: affective commitment, continuance commitment, and normative commitment.

Affective commitment reflects an employee's emotional attachment to the organization. Continuance commitment relates to considering the costs and benefits of leaving the organization, while normative commitment relates to a sense of moral obligation to remain with the organization.

Factors that influence organizational commitment include:

1. Individual characteristics.
2. Work experience.
3. Work environment.
4. Organizational structure.
5. Relationship with leadership.

Employee Performance

Employee performance is the work results achieved by an individual in accordance with the responsibilities assigned by the organization. Mangkunegara stated that performance encompasses the quality and quantity of work results achieved by employees.

Performance is influenced by ability, motivation, and job opportunities. Employees with adequate skills and a supportive work environment will demonstrate optimal performance.

Employee performance indicators consist of:

1. Work effectiveness.
2. Work efficiency.
3. Quality of work.
4. Punctuality.
5. Productivity.
6. Work safety.

Good employee performance will have a positive impact on company productivity, service quality, and achievement of organizational goals.

3. Method

Type of Research

This study uses a quantitative approach with a descriptive correlational method. This quantitative approach is used to objectively measure the relationship between variables through statistical analysis.

Population and Sample

The population in this study was all 52 employees of Telkomsel's Ambon-Passo Branch. Due to the relatively small population, the entire population was sampled using a saturated sampling technique.

Types And Sources of Data

The data used in this study consists of:

1. Primary data, namely data obtained directly from respondents through questionnaires.
2. Secondary data, namely data obtained from company documents, journals and relevant literature.

Data Collection Techniques

Data collection techniques are carried out through:

1. Observation.
2. Distribution of questionnaires.
3. Literature review.

Data Analysis Techniques

Data analysis was carried out using the SPSS program through several stages, namely:

1. Validity test.
2. Reliability test.
3. Classical assumption test.
4. Multiple linear regression analysis.
5. Partial test (t test).
6. Test the coefficient of determination.

The regression model used in this study is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y = Employee Performance X1 = Work Involvement X2 = Organizational Commitment A = Constant b1,b2 = Regression Coefficient E = Error

4. Results And Discussion

Validity and Reliability Test Results

Validity test results showed that all questionnaire items had correlation values greater than the table's r value, thus declaring them valid. Furthermore, reliability test results showed that all variables had Cronbach's Alpha values above 0.60, thus declaring the research instrument reliable.

These results indicate that the research instrument is suitable for measuring the variables of work

engagement, organizational commitment, and employee performance.

Results of Multiple Linear Regression Analysis

The results of the regression analysis show that work engagement and organizational commitment have a positive influence on employee performance.

The regression equation obtained shows that if work involvement and organizational commitment increase, employee performance will also increase.

Table 1. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,294	.279		8,225	.000		
Job Engagement	.179	.082	.306	2,179	.034	.552	1,813
Organizational Commitment	.282	.090	.440	3.135	.003	.552	1,813

Based on the Coefficients table from the SPSS output above, the regression equation is as follows:

$$Y = 2,292 + 0.179X_1 + 0.282X_2$$

In the multiple linear regression equation above, it can be explained in detail:

1) Constant (α)

ConstantA value of 2.294 indicates the baseline value of employee performance when work engagement and organizational commitment are considered non-existent or at their lowest point. This means that even though both independent variables are at zero, employee performance remains at 2.294. This indicates that employee baseline performance remains even though engagement and commitment do not contribute.

2) Job Engagement (X_1)

The regression coefficient for the work engagement variable of 0.179 indicates that every one unit increase in work engagement will increase employee performance by 0.179 units, assuming other variables remain constant.

3) Organizational Commitment (X_2)

The regression coefficient for the organizational commitment variable of 0.282 indicates that every one unit increase in organizational commitment will increase employee performance by 0.282 units, assuming other variables remain constant.

Partial Test (t-Test)

Partial testThe t-test is used to determine the extent of influence of each independent variable individually on the dependent variable. This test aims to see whether the variables of work engagement and organizational commitment separately actually make a significant contribution to employee performance. The test is conducted using a significance level of 0.05, which means the research error tolerance limit is at 5 percent. The basis for decision making in the t-test refers to the significance value (Sig.), namely if the Sig. value is greater than 0.05, then the independent variable is considered to have no significant influence on the dependent variable and so the hypothesis is rejected. Conversely, if the Sig. value is less than 0.05, then the

independent variable is declared to have a significant influence on the dependent variable and the hypothesis is accepted. Thus, the t-test provides important information regarding which variables contribute most to explaining changes in individual employee performance variables.

Table 2. Partial Test (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,294	.279		8,225	.000		
Job Engagement	.179	.082	.306	2,179	.034	.552	1,813
Organizational Commitment	.282	.090	.440	3.135	.003	.552	1,813

Based on the partial test results in Table 2, it can be seen that the work engagement variable (X1) has a significance value of 0.034, which is smaller than the α value of 0.05. This indicates that work engagement has a significant effect on employee performance. Thus, the hypothesis stating that work engagement has a positive effect on employee performance is accepted. This finding indicates that the higher the level of enthusiasm, dedication, and emotional and mental involvement of employees in their work, the higher the resulting performance.

The organizational commitment variable (X2) obtained a significance value of 0.003, which is also smaller than 0.05. This means that organizational commitment has a significant influence on employee performance, so the proposed hypothesis is declared accepted. These results indicate that loyalty, emotional attachment, moral responsibility, and employee desire to remain part of the organization play a significant role in improving performance. Employees with strong commitment tend to work with more discipline, demonstrate high dedication, and are oriented towards achieving company goals.

Overall, the results of this t-test confirm that both job engagement and organizational commitment have been statistically proven to have a significant influence on employee performance. This finding supports previous research that suggests that employee psychological and emotional factors play a significant role in driving improved performance in the workplace.

Test of the Coefficient of Determination (R2)

The coefficient of determination (R^2) test is used to measure the extent to which independent variables explain variations in the dependent variable. In other words, this analysis shows the percentage contribution of work engagement and organizational commitment in influencing employee performance. The R^2 value ranges from 0 to 1, with a higher R^2 value indicating a stronger model's ability to explain changes in the dependent variable. If the R^2 value is close to 1, the independent variable has a significant contribution to employee performance. However, if the R^2 value is small, most of the performance variation is explained by factors outside the model. Therefore, the coefficient of determination test provides an overview of how well the regression model used can describe the relationship between the research variables.

Table 3. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.684a	.467	.446	.31223

Based on the results of the coefficient of determination test in Table 3, the R Square value was obtained at 0.467. This value indicates that 46.7 percent of the variation in employee performance can be explained by the variables of work engagement and organizational commitment. This means that almost half of the change in employee performance is influenced by these two variables, while the remaining 53.3 percent is influenced by other factors outside the model, such as compensation, leadership, work environment, organizational culture, or employee personal factors.

The Influence of Work Engagement on Employee Performance

The research results show that work engagement has a positive and significant effect on employee performance. This means that the higher the level of employee work engagement, the better the performance.

Employees with high work engagement are more focused, active, and responsible in completing their work. They also possess strong intrinsic motivation, which can improve work quality and productivity.

The findings of this study align with those of Pratiwi (2021) and Hidayati et al. (2024), which stated that work engagement has a positive effect on employee performance. In the context of Telkomsel's Ambon-Passo branch, employee engagement is a crucial factor because the company operates in the telecommunications industry, which demands speed and accuracy. Actively engaged employees are better able to cope with work pressure and complete tasks optimally.

The Influence of Organizational Commitment on Employee Performance

The research also shows that organizational commitment has a positive and significant impact on employee performance. Employees with high commitment tend to be more loyal, disciplined, and responsible in their work.

Organizational commitment encourages employees to give their best effort to the company. They develop a sense of belonging to the organization, which motivates them to maintain work quality and support the achievement of company goals.

The findings of this study support the research of Panggabean (2023) and Kurniadi (2025) which states that organizational commitment has a significant influence on employee performance.

In the Telkomsel Ambon-Passo branch, organizational commitment is essential to maintaining work stability and quality customer service. Employees with high levels of loyalty will be more consistent in their work and able to support the company's growth.

5. Conclusion

Based on the research results and discussion, it can be concluded that:

1. Work engagement has a positive and significant effect on employee performance at Telkomsel Ambon–Passo Branch.
2. Organizational commitment has a positive and significant effect on employee performance at Telkomsel Ambon–Passo Branch.

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