International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Employee Engagement And Employee Well-Being On Service Quality At PT. Dayamitra Telekomunikasi Tbk

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Abstract

The present research intends to evaluate the impacts of employee engagement and employee well-being on service quality within PT. Dayamitra Telekomunikasi Tbk. Prior literature has explored the connections among employee engagement, employee well-being, and diverse service-oriented results. Nevertheless, the current investigation concentrates on assessing these two factors simultaneously within the setting of a telecommunications corporation. A quantitative methodology utilizing an associative research framework was applied. Information was gathered via surveys handed out to 100 employees chosen through purposive sampling techniques. The collected data were assessed utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SmartPLS application. The findings demonstrate that employee engagement exerts a favorable and substantial impact on service quality, presenting a path coefficient of 0.526, a t-statistic of 7.216, alongside a p-value under 0.001. Employee well-being similarly displays a favorable and substantial impact on service quality, exhibiting a path coefficient of 0.459, a t-statistic of 6.116, alongside a p-value under 0.001. An R-squared figure of 0.687 reveals that these two constructs account for 68.7% of the variation within service quality. This investigation offers empirical proof regarding the significance of employee engagement and employee well-being in explicating service quality inside a telecommunications enterprise, while supplying perspectives for human resource management strategies directed toward enhancing service quality.

Keywords: Employee Engagement; Employee Well-being; Service Quality; PLS-SEM.

INTRODUCTION

Service quality represents a fundamental element for corporate sustainability, because it dictates the consumer experience along with the firm's capacity to preserve

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enduring bonds with its service users. Within the service sector, quality is determined not merely through existing technological and operational frameworks, but additionally by the way employees execute their duties while providing service to consumers. Employees communicating with clients, either explicitly or implicitly, serve an essential function in guaranteeing that services are delivered precisely, attentively, and in accordance with client requirements. Therefore, human resource administration constitutes a primary domain that enterprises should emphasize to sustain service quality. Within the telecommunications sphere, the necessity for superior service quality is escalating, propelled by society's expanding requirement for rapid, dependable, and readily available communication alongside digital offerings. Investigations concerning the Indonesian telecommunications sector reveal that service quality acts as an indispensable determinant connected to both the sustained utilization of services and the comprehensive consumer experience. Hence, service quality is not solely an outcome of corporate infrastructures and technological advancements; it remains profoundly linked to the condition and conduct of the employees carrying out the service provision procedure. This highlights the necessity of managing human resource elements that empower employees to deliver services highly effectively (Situmorang et al., 2025) . Service quality does not depend exclusively upon advanced technological and functional infrastructures; it is equally significantly impacted by human resource capabilities, particularly the employees functioning as the principal deliverers of the service (Fatimah et al., 2025) .

The service quality supplied by employees acts as a concrete demonstration of an individual's capability to offer efficient, attentive, and consumer-focused service. Within contemporary corporate environments, service quality operates as a principal metric for evaluating organizational achievement in fulfilling consumer anticipations and cultivating enduring devotion (Sutantio & Meilani, 2023). Consequently, companies need to guarantee that their employees possess the required capability, drive, and psychological condition to provide superior service. A distinct element that helps bolster service quality is employee engagement. Employee engagement denotes the participation of an employee in professional duties, manifested via vigor, commitment, and a feeling of connection to occupational tasks. Employees exhibiting substantial engagement typically display profound devotion when executing assignments, present intense enthusiasm for professional duties, and possess the drive to offer maximum value to the enterprise. Such a condition remains exceptionally vital within positions demanding employees to supply uniform service and fulfill the requirements of their clientele.

The connection linking employee engagement to service quality receives backing from empirical investigation (Adilla et al., 2026) , demonstrating how employee engagement impacts service quality inside the Protocol and Leadership Communication

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division at the Tanjungpinang City Administration. An additional investigation (Lestari et al., 2025) integrates both job engagement and service quality into a unified analytical framework across the public service domain. The outcomes imply that professional engagement enhances service quality, even though the magnitude of this effect is comparatively minor when juxtaposed with alternative corporate variables. Such discoveries highlight that whereas employee engagement continues to be pertinent for elucidating service quality, the extent of this influence might fluctuate based upon organizational traits alongside the professional climate. Scholarship executed by (Adila & Ferinia Pintauli, 2023) reveals that employee engagement exerts a favorable and substantial effect upon employee execution, implying a connection linking employee engagement with the realization of professional results. These conclusions may act as corroborative data for investigations regarding the effect of employee engagement upon service quality, despite the fact that the two outcome metrics of performance and service quality constitute separate constructs.

Consequently, employee well-being represents a fundamental element to evaluate during initiatives aimed at elevating service quality. Employees experiencing a superior degree of well-being are more adequately equipped to execute their responsibilities flawlessly and fulfill the requirements of service provision. Hence, alongside concentrating upon employee engagement, corporations need to emphasize employee well-being as an element capable of fostering exceptional service quality. Although employee engagement and employee well-being constitute linked dimensions within the professional employee journey, these two symbolize separate paradigms. Employee engagement concentrates upon the degree of participation and the vigor an employee introduces into professional duties, while employee well-being covers a wider condition regarding an individual's comprehensive prosperity. Both represent crucial human resource facets necessitating consideration whenever targeting the advancement of service quality. (Beis & Ferinia, 2023) discovered that employee engagement exerts a substantial effect upon employee execution. Concurrently, service quality might be assessed via the parameters of dependability, promptness, certainty, compassion, and physical attributes, exactly as described by (Tampubolon & Sudharmono, 2022) . Considering such discoveries, investigation regarding the effect of employee engagement and employee well-being upon service quality remains crucial toward comprehending the way these factors connect to the quality of service delivered. Within the present research, the two function as independent variables, while their distinct impacts upon service quality are examined individually. Operationally, nonetheless, enterprises encounter diverse obstacles when cultivating employee engagement and well-being. Frequent complications comprise overburdened schedules, inadequate corporate backing, and restricted professional advancement prospects(Donarta & Satrya,

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2024) . These circumstances might obstruct employee engagement and deteriorate well-being, consequently impacting the quality of service provided. Moreover, technical progress and transformations within professional routines, including digitization and automated systems, pose extra difficulties for employees. Employees are anticipated to harbor an immense aptitude toward adjustment; yet, unless this becomes paired with corporate backing, the situation might trigger a deterioration concerning their well-being and engagement (Dewi & Wardhani, 2024) . As a result, corporations need to formulate holistic plans aiming to elevate both employee engagement and well-being.

This occurrence concerning employee engagement alongside well-being remains similarly apparent among the workforce in Indonesia. Based upon the State of the Global Workplace 2026, Gallup documented how 27% of employees across Indonesia fell into the engaged category during 2025, a statistic surpassing the worldwide mean of 20% alongside the Southeast Asian mean of 25%. Nonetheless, concerning the existence assessment metric, a mere 30% of employees throughout Indonesia are placed within the flourishing bracket, which stands beneath the Southeast Asian mean of 36% and the worldwide mean of 34% (Bureau, 2026). Such statistics demonstrate that a comparatively elevated degree of occupational involvement fails to inherently signify an ideal condition of life well-being. This circumstance poses a reason for apprehension, given that companies need to not solely cultivate employee engagement within their duties, yet additionally guarantee that employees harbor an adequate degree of well-being to satisfy occupational requirements sustainably. This incidence proves exceptionally pertinent to service quality, considering that employees execute an essential function during the service provision sequence. Employees remaining immersed within their occupations yet lacking sufficient well-being might experience difficulties managing occupational requirements proficiently over an extended period. Consequently, attaining an equilibrium linking employee engagement and well-being proves imperative toward bolstering corporate service quality.

Within the telecommunications sector, service quality is growing progressively vital, because consumers depend not exclusively upon connection accessibility, yet additionally upon the comprehensive encounter alongside the quality of service supplied. Investigations conducted by (Situmorang et al., 2025) regarding telecommunication software applications across Indonesia emphasize how service quality represents a principal element dictating the sustained utilization of service by consumers. Moreover, scholarship concerning service quality breakdowns inside the Indonesian telecommunications domain reveals that complications tied to service might materialize through diverse formats, explicitly affecting the consumer encounter. Such discoveries emphasize how service quality constitutes a dimension necessitating perpetual focus inside the telecommunications sector.

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The progressive character of the telecommunications field requires corporations to uphold stringent service quality benchmarks during changing consumer requirements alongside technical progress. As a result, employees materialize as an indispensable element during the service provision sequence; service quality is dictated not solely through frameworks and technical apparatuses, but equally through the manner employees execute their responsibilities, communicate with clientele, and address client necessities. Hence, elements regarding the state alongside the engagement of employees prove crucial to investigate concerning service quality inside telecommunications enterprises. An assessment of current academic writings demonstrates that subjects including employee engagement, employee well-being, alongside service quality have been investigated throughout diverse corporate settings. Nonetheless, those investigations differ regarding the choice of determinants alongside investigative environments. As an illustration, (Prabowo & Wahyuningtyas, 2025) analyzed the effect of employee engagement upon employee execution within PT Dayamitra Telekomunikasi Tbk, whereas (Nulhakim, 2025) assessed the connections linking internal service quality, employee well-being, alongside employee execution at the main office of PT Telekomunikasi Indonesia Tbk across Bandung. Although such analyses supply a groundwork for this current investigation, those works neglect to explicitly tackle the way employee engagement alongside employee well-being mutually affect the quality of service supplied by employees inside PT Dayamitra Telekomunikasi Tbk. Therefore, the investigative void rests within the particular synthesis of metrics analyzed: employee engagement alongside employee well-being functioning as independent variables, with service quality operating as the dependent variable, unified inside one unified analytical framework. Choosing PT. Dayamitra Telekomunikasi Tbk functioning as the investigative entity stems from the corporation's characteristic as a supplier of telecommunications foundational structures, encompassing mast rentals alongside digital auxiliary service. Throughout its corporate functions, the firm necessitates not merely structural and technical backing, yet additionally human capital equipped to accomplish duties alongside dispensing service fulfilling the requirements of the clientele. Prior investigations concerning employee engagement inside Mitratel concentrated upon employee output; hence, scrutinizing service quality functioning as a dependent metric presents a unique viewpoint inside the evaluation of human resource administration within the corporation. Accordingly, this investigation intends to evaluate the impact of employee engagement alongside employee well-being upon service quality inside PT. Dayamitra Telekomunikasi Tbk, equally individually and concurrently, aiming to supply empirical proof concerning the correlation linking these dimensions and service quality amidst the setting of a telecommunications structural supplier. Grounded upon such preliminary context, the present research strives to evaluate: (1) the impact of

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employee engagement upon service quality; (2) the impact of employee well-being upon service quality; alongside (3) the combined impact of employee engagement and employee well-being upon service quality.

METHODS

The present research applies a quantitative methodology coupled with an associative design. A numerical framework was selected given that the investigation intends to assess the impact of employee engagement alongside employee well-being (functioning as independent predictors) upon service quality (the outcome metric). The associative technique is implemented to establish the connections and effects among the constructs by means of evaluating hypotheses, relying upon statistical figures gathered from the participants. The gathered empirical information undergoes evaluation applying the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique, assisted by the SmartPLS application. Such scrutiny encompasses appraising equally the measurement framework (outer model) alongside the structural framework (inner model) to gauge the caliber of the investigative tools and to verify the correlations among constructs in alignment with the formulated postulates.

The target demographic for the current research comprises every employee at PT. Dayamitra Telekomunikasi Tbk, amounting to roughly 110 personnel by October 2026. This demographic includes employees across diverse divisions and roles inside the corporation. A purposive sampling procedure, representing a strategy to determine a cohort relying upon particular parameters pertinent to the investigative goals, is implemented. The parameters defining the participants are detailed below: 1) Employees inside PT. Dayamitra Telekomunikasi Tbk maintaining a tenure of a minimum of twelve months; 2) Employees participating within the corporate operational functions which remain pertinent to the examination regarding employee engagement, employee well-being, alongside service quality. From the complete demographic comprising 110 employees, 10 personnel, particularly people functioning as chauffeurs or cafeteria workers, were eliminated since they failed to satisfy the predefined selection parameters. Therefore, the intended cohort magnitude equals 100 employees. This cohort magnitude is deemed to have fulfilled the baseline prerequisites concerning PLS-SEM evaluation relying upon the "10-times rule" alongside conforming to the suggestions supplied by (Rachman Nufaily et al., 2025) .

Information gathering regarding the present investigation was executed through dispersing structured surveys digitally utilizing Google Forms. Every inquiry was formulated relying upon the investigative construct metrics, whereas the propositions were quantified applying a 5-tier Likert metric, spanning between1 (strongly disagree) to 5 (strongly agree).

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DISCUSSION

Research Design

The current research implements a numerical methodology incorporating an associative design. A numerical framework was selected given that the present investigation intends to evaluate the effect of employee engagement alongside employee well-being functioning as independent constructs upon service quality acting as the dependent metric. The associative technique was applied to establish the connection alongside the impact among constructs by means of evaluating postulates relying upon statistical figures gathered from the participants. The investigative information underwent evaluation applying the Partial Least Squares Structural Equation Modeling (PLS-SEM) procedure, aided by the SmartPLS application. Such scrutiny was executed via appraising the measurement framework (outer model) alongside the structural frameworks (inner model) to gauge the caliber of the investigative tools and verify the correlation among constructs in alignment with the proposed postulates.

The demographic pool for the current investigation comprised every employee at PT. Dayamitra Telekomunikasi Tbk, amounting to roughly 110 individuals during the timeframe of October 2026. This cohort encompasses employees across diverse divisions and roles inside the enterprise. The selection approach implemented within this research constituted purposive sampling, which represents a collection strategy grounded upon specific requirements aligning with the investigative aims. The participant parameters formulated for the present analysis are detailed below: 1) An employee of PT. Dayamitra Telekomunikasi Tbk maintaining a tenure of a minimum of twelve months; 2) An employee participating within the corporate functional operations which remain pertinent to the examination concerning employee engagement, employee well-being, alongside the quality of service. From the complete demographic comprising 110 employees, 10 employees functioning as chauffeurs and cafeteria workers were excluded as participants since they failed to fall within the boundaries of the established selection parameters. Consequently, the total volume of employees intended for the cohort equated to 100 individuals. This cohort magnitude was considered to have satisfied the baseline prerequisites concerning PLS-SEM evaluation relying upon the 10-times rule, while conforming to the suggestions proposed by (Rachman Nufaily et al., 2025)

The information gathering procedure applied throughout the present investigation was executed through dispersing structured surveys digitally via Google Forms, wherein every inquiry was constructed aligning with the investigative construct metrics, and the propositions were evaluated applying a 5-tier Likert metric presenting a numerical span extending from 1 (strongly disagree) to 5 (strongly agree).

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E-ISSN : 2964-0865
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Operational Definition of Variables

Table 1. Explanation of Variables

Variables	Explanation	Indicator	Scale
Employee Engagement(X1)	The degree of employee engagement concerning professional duties is manifested by means of vitality, devotion, and participation during task execution.	*Vigor* (EE1-EE3)	Liked 1-5
		Dedication(EE4-EE6)	Liked 1-5
		Absorption(EE7-EE9)	Liked 1-5
Employee Well-being(X2)	The circumstances of employee well-being are evaluated via the dimensions of bodily wellness, mental states, alongside interpersonal connections within the corporate setting.	Physical health (EW1-EW3)	Liked 1-5
		Psychological health (EW4-EW6)	Liked 1-5
		Social relationships in the workplace (EW7-EW9)	Liked 1-5
Quality of Service (Y)	The standard of service quality is quantified through the parameters of dependability, promptness, certainty, compassion, and tangible proof during the provision of service functions.	*Realiblity* (KL1-KL3)	Liked 1-5
		Responsiveness (KL4-KL6)	Liked 1-5
		Assurance (KL7-KL9)	Liked 1-5
		Empathy (KL10-KL12)	Liked 1-5

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		Tangibels (KL13-KL15)	Liked 1-5

RESULTS AND DISCUSSION

The outcomes of the current investigation were derived by interpreting survey information gathered from 100 participants and evaluated utilizing the SmartPLS program. The present research intends to establish the impact of employee engagement alongside employee well-being upon service quality inside PT. Dayamitra Telekomunikasi Tbk. The discourse concerning the investigative findings commences through detailing the participant profiles relying upon accessible information, including biological sex, chronological age, ultimate academic attainment, tenure duration, and corporate department.

Table 2. Respondent Characteristics

Category	Amount	Persentage %
Gender		
Man	60	60%
Woman	40	40%
Total	**100**	**100%**
Age		
20-30 years	20	20%
31-40 years	45	45%
41-50 years	25	25%
51-60 years	10	10%
Total	**100**	**100%**
Last education		
High School	0	0%
D1/D2/D3	10	10%
D4/S1	70	70%
S2	14	14%
S3	6	6%
Total	**100**	**100%**

Category	Amount	Persentage %
Length of work		
Less than 5 years	40	40%
5-10 years	45	45%
10-15 years	15	15%
More than 15 years	0	0%
Total	**100**	**100%**
Division / Department		
Asset	40	40%
CRM	30	30%
CODM	25	25%
Management Service	5	5%
Total	**100**	**100%**

Source: Data processed by the author, 2026

Based on table 1, the majority of respondents are male (60%) and female (40%) and the age group that is most in the range of 31 - 40 years (45%), based on the last education, the majority of respondents are D4/S1 (70%), based on the length of work,

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most respondents are in 5 - 10 years (45%). And finally, the work division of respondents is spread across Asset (40%), CRM (30%), CODM (25%) and Management Service (5%).

Table 3. Descriptive Variable Statement

	Variables	N	Mean	Min.	Max.
***Employee Engagement*(X1)**					
EE	EE1	100	4,39	3	5
	EE2	100	4,39	3	5
	EE3	100	4,39	3	5
	EE4	100	4,45	3	5
	EE5	100	4,4	3	5
	EE6	100	4,49	3	5
	EE7	100	4,46	3	5
	EE8	100	4,36	3	5
	EE9	100	4,37	3	5
***Employee Well-being*(X2)**					
EW	EW1	100	3,35	1	5
	EW2	100	4,39	1	5
	EW3	100	4,45	1	5
	EW4	100	4,5	1	5
	EW5	100	4,43	1	5
	EW6	100	4,43	1	5
	EW7	100	4,37	1	5
	EW8	100	4,5	1	5
	EW9	100	4,43	1	5
Quality of Service (Y)					
KL	KL1	100	4,39	1	5
	KL2	100	4,47	1	5
	KL3	100	4,45	1	5
	KL4	100	4,35	1	5
	KL5	100	4,41	1	5
	KL6	100	4,44	1	5

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	KL7	100	4,46	1	5
	KL8	100	4,38	1	5
	KL9	100	4,48	1	5
	KL10	100	4,43	1	5
	KL11	100	4,51	1	5
	KL12	100	4,5	1	5
	KL13	100	4,49	1	5
	KL14	100	4,55	1	5
	KL15	4,4	4,44	1	5

Source: data processed by the author, 2026

Relying upon the outcomes from the analytical procedures, the maximum mean score concerning the employee engagement construct corresponds to EE6 at 4.49. Regarding the employee well-being construct, the peak average score belongs to the EW4 alongside EW8 metrics, registering a mean of 4.50, whereas for the service quality determinant, the paramount figure is observed within the KL14 metric, displaying a score of 4.55.

Evaluation of Measurement Model (*Outer Model*)

Validity Test

In order to guarantee the appropriateness of every evaluation metric, an assessment of validity is executed by adhering to specific standards. For convergent validity, the outer loading figures are required to exceed 0.7, while the Average Variance Extracted (AVE) must surpass 0.5. Derived from the evaluation of the participant survey information utilizing the SmartPLS software, the subsequent findings were acquired:

Table 4. Convergent Validity Test with Outer Model

Indicator	*Employee Engagement*	*Employee Well-being*	Quality of Service
EE1	0.853		
EE2	0.869		
EE3	0.869		
EE4	0.784		
EE5	0.791		
EE6	0.808		
EE7	0.816		
EE8	0.851		

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EE9	0.821		
EW1		0.814	
EW2		0.773	
EW3		0.804	
EW4		0.843	
EW5		0.772	
EW6		0.855	
EW7		0.836	
EW8		0.748	
EW9		0.828	
KL1			0.777
KL10			0.824
KL11			0.822
KL12			0.774
KL13			0.805
KL14			0.791
KL15			0.839
KL2			0.830
KL3			0.864
KL4			0.821
KL5			0.743
KL6			0.849
KL7			0.788
KL8			0.846
KL9			0.823

Source: data processed by the author, 2026

Relying upon the examination outcomes, the outer loading scores for the metrics of employee engagement fluctuate between 0.784 and 0.869, employee well-being extends from 0.748 to 0.855, whereas service quality resides within the bracket of 0.743 to 0.864. Each of these figures surpasses the conventional threshold of 0.70, demonstrating that the displayed metrics have fulfilled the convergent validity prerequisites grounded upon outer loading. Consequently, such metrics might be preserved within the measurement model relying upon this parameter.

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Table 5. Test*Convergent Validity* with *Average Variance Extracted* (AVE)

Variables	AVE	Information
Employee Engagement	0.688	Valid
Employee Well-being	0.654	Valid
Quality of Service	0.662	Valid

Source: data processed by the author, 2026

Relying upon the applied guidelines, a construct is confirmed to satisfy convergent validity provided that it possesses an AVE score > 0.6. The outcomes within Table 5 demonstrate that every construct maintains AVE figures exceeding this threshold. Consequently, it is deducible that every determinant has fulfilled and successfully cleared the convergent validity evaluation.

Reliability Test

The evaluations of reliability alongside convergent validity for the constructs are executed to establish the internal uniformity among metrics and the capacity of the model to elucidate the fluctuation of its parameters. Dependability is evaluated utilizing Cronbach's Alpha, rho_A, alongside Composite Reliability, whereas convergent validity is gauged via the AVE metric. A dimension is universally deemed to possess sufficient dependability whenever its consistency score surpasses 0.70, and it satisfies convergent validity provided that its AVE figure remains higher than 0.50. The findings from this examination are utilized to evaluate if every determinant within the investigation has fulfilled the standard prerequisites of the measurement framework.

Table 6. Reliability Test

Construct / Variable	*Cronbach's Alpha*	*rho_A*	*Composite Reliability*
Employee Engagement	0.943	0.947	0.952
Employee Well-being	0.934	0.936	0.944
Quality of Service	0.963	0.965	0.967

Source: data processed by the author, 2026

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Relying upon the outcomes from the dependability alongside *convergent validity* evaluations, the variables *employee engagement* get grades *Cronbach's Alpha*of 0.943, rho_A of 0.947, *Composite Reliability* of 0.952, and *Average Variance Extracted* (AVE) of 0.688. Variable *employee well-being* obtained values of 0.934, 0.936, 0.944, and 0.654, respectively. Concurrently, the service quality construct secured a *Cronbach's Alpha* metric of 0.963, rho_A of 0.965, *Composite Reliability*of 0.967, and AVE of 0.662.

The scores for *Cronbach's Alpha*, *rho_A*, alongside *Composite Reliability* across the three dimensions exceeded 0.70, demonstrating solid internal uniformity. Moreover, the *AVE* metrics for every dimension surpassed 0.50, signifying how each construct possessed the capacity to elucidate upwards of 50% of the fluctuation within its parameters typically. Consequently, grounded upon the exhibited figures, all three dimensions satisfied the conventional prerequisites concerning internal dependability alongside *convergent validity*.

Nevertheless, the elevated metrics for *Cronbach's Alpha* alongside *Composite Reliability*, specifically regarding the service quality construct, necessitate examination in tandem with the attributes of every parameter. Such figures might denote substantial internal uniformity, yet they might similarly signify parallels or redundancy in substance across the propositions. Hence, subsequent assessment must factor in the *outer loading* figures alongside the appropriateness of the substance within every metric against the theoretical description of the determinant.

Discriminant Validity Test (Fornell-Larcker Criterion)

Evaluations of discriminant validity are executed to guarantee that every dimension within the investigation possesses traits which remain separable from alternative dimensions. This evaluation applies the Fornell-Larcker parameters, specifically through contrasting the square root of the AVE regarding every dimension against the correlation of said dimension alongside alternative dimensions. A dimension satisfies this parameter provided that the square root of the AVE upon the diagonal axis of the matrix remains higher than the correlation figure connecting the respective dimensions. Such an assessment proves crucial ensuring that employee engagement, employee well-being, alongside service quality might be processed as distinct dimensions inside the analytical framework.

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Table 7. Test Results *Discriminant Validity – Fornell-Larcker Criterion*

Construct / Variable	***Employee Engagement***	***Employee Well-being***	**Quality of Service**
Employee Engagement	0.830		
Employee Well-being	0.413	0.809	
Quality of Service	0.716	0.676	0.814

Source: data processed by the author, 2026

Grounded upon the examination outcomes, the diagonal figure concerning employee engagement equals 0.830, employee well-being registers 0.809, whereas service quality stands at 0.814. The correlation metric linking employee engagement and employee well-being equals 0.413, connecting employee engagement and service quality registers 0.716, whereas joining employee well-being and service quality stands at 0.676. The diagonal figure regarding every dimension surpasses the correlation connecting the respective determinants. Consequently, relying upon the Fornell-Larcker parameters, all three dimensions satisfy the discriminant validity prerequisites.

Table 8. Test Results *Discriminant Validity - Heterotrait-Monotrait Ratio*/HTMT

Construct / Variable	***Employee Engagement***	***Employee Wellbeing***	**Quality of Service**
Employee Engagement			
Employee Well-being	0.430		
Quality of Service	0.742	0.705	

Source: data processed by the author, 2026

An assessment of discriminant validity applying the Heterotrait-Monotrait Ratio (HTMT) parameters was executed to guarantee that every dimension within the investigation possessed sufficient distinctions compared to alternative dimensions. Derived from the outcomes of analytical procedures utilizing SmartPLS, the HTMT figure linking employee engagement and employee well-being stands at 0.430, connecting

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employee engagement with service quality registers at 0.742, alongside joining employee well-being with service quality equaling 0.705.

Every HTMT metric remains beneath the 0.90 threshold. Consequently, relying upon the HTMT parameters, every dimension throughout this investigation satisfies the discriminant validity prerequisites. Such findings demonstrate how the dimensions of employee engagement, employee well-being, alongside service quality remain differentiable from one another within the analytical framework.

Structural Model Evaluation (*Inner Model*)

The appraisal of the structural framework is executed to establish the capacity of the model to elucidate endogenous constructs alongside examining the connection linking independent determinants with dependent metrics. Throughout this investigation, the assessment encompasses the coefficient of determination (R2) alongside the examination of path coefficients via the initial sample figure, sample average, standard deviation, t-statistic, and p-value. The examination outcomes are utilized to ascertain the extent of service quality fluctuations which might be elucidated via the independent determinants, alongside the trajectory and substantiality regarding the impact of every construct inside the analytical framework.

Coefficient of Determination (R^2)

The assessment of the coefficient of determination (R2) is executed to ascertain the degree to which the independent determinants possess the capacity to elucidate the fluctuation within the dependent metric inside the structural framework. This R2 parameter operates to quantify the proportion whereby exogenous constructs can account for the dispersion concerning the endogenous factors throughout the analytical paradigm. Relying upon (Dedi & Rianto Rahadi, 2023), R2 figures equaling 0.67, 0.33, alongside 0.19 are categorized into robust, intermediate, and feeble classifications, consecutively. An overview regarding the outcomes from this determination coefficient assessment is displayed within Table 9. The R2 figure illustrates the percentage of fluctuation regarding the endogenous construct which might be clarified via the forecasting determinants inside the framework, whereas the Adjusted R-square factors in modifications grounded upon the quantity of forecasting elements alongside the cohort magnitude. Throughout the present investigation, the examination was executed concerning the service quality dimension elucidated through employee engagement alongside employee well-being.

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Table 9. Results of the Determination Coefficient Test (R^2)

Construct / Variable	R^2	R *Square Adjusted*	Category
Quality of Service	0.687	0.680	Moderate

Source: data processed by the author, 2026

The examination outcomes demonstrate that the service quality construct maintains an R2 metric equaling 0.687 alongside an Adjusted R-square standing at 0.680. Such figures signify that employee engagement combined with employee well-being concurrently possess the ability to account for 68.7% of the dispersion within service quality throughout the analytical framework. Concurrently, 31.3% of the fluctuation within service quality remains unelucidated via these dual constructs inside the framework. An Adjusted R-square equaling 0.680 signifies that subsequent to modifying for the quantity of forecasting metrics alongside the cohort magnitude, the elucidative capability of the framework registered at 68.0%.

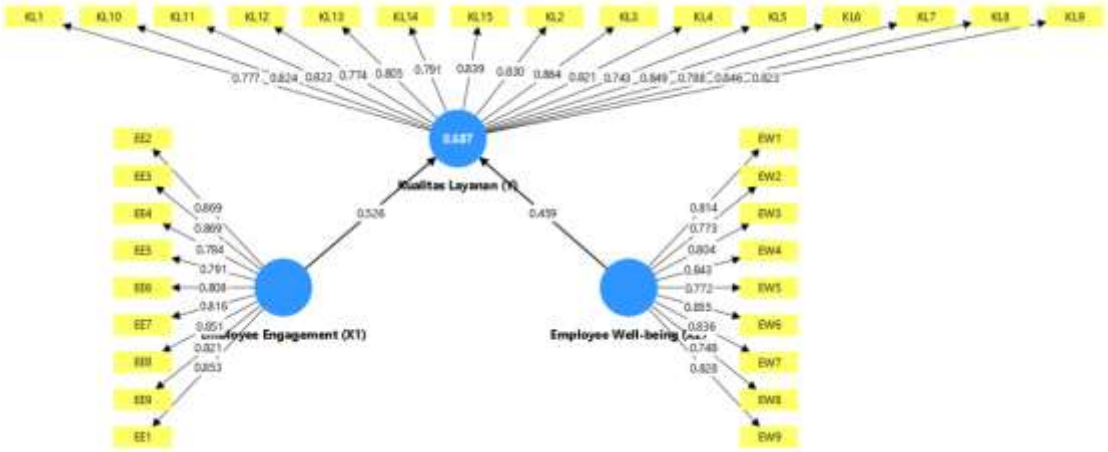


Figure 2. Test Results

The examination outcomes demonstrate how the connection concerning employee engagement towards service quality maintains a path coefficient equaling 0.526, a t-statistic metric standing at 7.216, alongside a p-value under 0.001. Such findings signify a favorable and substantial effect regarding employee engagement upon the quality of service. Moreover, the connection involving employee well-being towards service quality possesses a path coefficient equaling 0.459, a t-statistic metric standing at 6.116, coupled with a p-value under 0.001. Such findings similarly highlight a favorable and substantial effect regarding employee well-being upon service quality. Grounded upon these dual outcomes, H1 alongside H2 receive backing from the statistical evaluation findings. Observationally, the path coefficient concerning employee engagement remains higher compared to the path coefficient regarding employee well-

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being, yet this juxtaposition fails to confirm that the discrepancy concerning their respective effects proves statistically substantial.

Path Coefficients Test

The path coefficient assessment is executed to ascertain the trajectory, the dimension of the coefficient, alongside the substantiality regarding the connection linking the independent construct and the dependent metric. Throughout the present investigation, this evaluation encompasses the connection regarding employee engagement upon the quality of service alongside employee well-being upon service quality. The trajectory concerning the effect is established relying upon the initial sample figures, whereas the substantiality regarding the connection undergoes appraisal utilizing the t-statistic alongside the p-value produced via the SmartPLS bootstrapping protocol. The assessment outcomes subsequently undergo comparison against the investigative postulates to establish if every proposition possesses empirical backing.

Table 10. Path Coefficients Test Results

Relationship between variables	Coefficient	T-Stat	P Values	Information
Employee Engagement-> Quality of Service	0,526	7,216	0,000	Significant
Employee Well-being-> Quality of Service	0,459	6,116	0,000	Significant

Source: data processed by the author, 2026

The analytical outcomes demonstrate that employee engagement exerts a favorable and substantial effect upon service quality, represented through a coefficient metric equaling 0.526, a T-Stat figure standing at 7.216, alongside a P-Value of 0.000. Such discoveries signify how superior employee engagement generates elevated service quality. Consequently, H1 is accepted.

The correlation linking employee well-being alongside service quality produces a favorable and substantial influence, represented via a coefficient metric equaling 0.459, a T-Stat figure standing at 6.116, alongside a P-Value of 0.000. This conclusion signifies how enhanced employee well-being yields superior service quality. Therefore, H2 is accepted.

CONCLUSION

Acquiring negotiation skills will aid in establishing the upper hand in our life journey. Learning and mastering negotiation skills promote competitive advantages in both the academic and personal lives of an individual. Though it cannot be imbibed overnight, it is always advisable and recommendable to teach healthy negotiation skills

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right from schooling. With the help of exposure to numerous effective negotiating strategies and techniques, one can master the skill of negotiation technique over a period of time. It makes the individuals more empathetic and it helps in understanding the needs of others. On the whole, it fosters goodwill amongst the people which will in turn help in concerning everybody's apprehension while dealing with a conflict. Negotiation skills significantly contribute to the success of the business scenario by enhancing the skills by giving quality solutions for problematic situations. Amongst the future-ready skills series, negotiation skills occupy a vital place. No matter how technology changes, negotiation skill is the hour of the need in the arena of the business world.

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