

The Role Of Work Engagement In Improving Service Performance: A Case Study At PT Pos Indonesia Kcu Bandung

Peran Work Engagement Dalam Upaya Meningkatkan Kinerja Pelayanan (Studi Kasus Pada PT Pos Indonesia Kcu Bandung)

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ABSTRACT

Work engagement is a positive psychological state characterized by vigor, dedication, and absorption toward one's work. This study aims to understand how work engagement is perceived and manifested by employees, to understand the condition of service performance, and to analyze the role of work engagement in improving service performance at the Service Operations Division of PT Pos Indonesia KCU Bandung. This study employs a qualitative approach with a case study design. Data were collected through in-depth interviews with six informants representing all service functions, non-participant observation, and documentation study, then analyzed using the interactive analysis model of Miles, Huberman, and Saldana. The results show that work engagement is manifested through the integration of three complementary dimensions, while service performance has been generally well-implemented but remains uneven across dimensions, particularly tangibles and assurance. Work engagement contributes to improving service performance not through a direct relationship between individual dimensions, but through service work behavior formed by the integration of vigor, dedication, and absorption. This study contributes a process-based understanding of the relationship between work engagement and service performance in the context of a state-owned enterprise in the postal service sector.

Keywords : *Work Engagement; Service Performance; Case Study; PT Pos Indonesia*

ABSTRAK

Work engagement merupakan kondisi psikologis positif yang ditandai oleh semangat kerja (vigor), dedikasi (dedication), dan keterlibatan penuh (absorption) pegawai terhadap pekerjaannya. Penelitian ini bertujuan untuk memahami bagaimana work engagement dimaknai dan diwujudkan oleh pegawai, memahami kondisi kinerja pelayanan, serta menganalisis peran work engagement dalam upaya meningkatkan kinerja pelayanan pada Bagian Operasi Pelayanan PT Pos Indonesia KCU Bandung. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui wawancara mendalam terhadap enam informan yang mewakili seluruh fungsi pelayanan, observasi non-partisipan, dan studi dokumentasi, kemudian dianalisis menggunakan model analisis interaktif Miles, Huberman, dan Saldana. Hasil penelitian menunjukkan bahwa work engagement diwujudkan melalui keterpaduan tiga dimensi yang saling melengkapi, sedangkan kinerja pelayanan telah terlaksana dengan baik namun belum seragam pada seluruh dimensi, khususnya pada tangibles dan assurance. Work engagement berperan meningkatkan kinerja pelayanan bukan melalui hubungan langsung satu dimensi dengan satu dimensi lainnya, melainkan melalui perilaku kerja pelayanan yang terbentuk dari keterpaduan vigor, dedication, dan absorption. Penelitian ini memberikan kontribusi pemahaman berbasis proses mengenai keterkaitan work engagement dan kinerja pelayanan pada konteks badan usaha milik negara di sektor jasa pos.

Kata kunci : *Work Engagement; Kinerja Pelayanan; Studi Kasus; PT Pos Indonesia*

1. Introduction

Increasingly competitive business dynamics require service organizations to manage their human resources effectively, as employee performance directly influences the quality of

services delivered to customers. High-quality service enhances customer satisfaction, strengthens customer trust, and creates sustainable competitive advantage, whereas inconsistent service performance may generate customer complaints and negatively affect organizational reputation. Consequently, employee service performance has become a strategic concern for organizations operating in service-intensive industries.

PT Pos Indonesia, a state-owned enterprise providing postal, logistics, and financial services, is currently facing increasing challenges in maintaining consistent service quality amid rapid business transformation and intense competition from digital-based logistics providers. As customer expectations continue to increase, frontline employees are expected not only to comply with established service standards but also to consistently demonstrate responsive, professional, and customer-oriented behavior throughout the service process.

Within PT Pos Indonesia KCU Bandung, the Service Operations Division plays a critical role because its employees interact directly with customers during service delivery. Although the organization has implemented standardized operating procedures (SOPs), customer service standards, and regular evaluations of customer satisfaction, preliminary findings revealed that service performance remains uneven among employees. Management acknowledged that while overall service quality is considered satisfactory, variations in service delivery, customer complaints, and differences in employees' adherence to service standards continue to occur. These conditions indicate that procedural standardization alone is insufficient to ensure consistently high-quality service performance.

The observed variation suggests that differences in employee service performance may not be explained solely by technical competence or procedural knowledge. Preliminary interviews with the Service Operations Manager indicated that employees who demonstrated higher enthusiasm, initiative, and involvement in their work generally provided more responsive, patient, and customer-oriented service than their colleagues. This observation implies that psychological conditions experienced by employees during work may play an important role in shaping how service is delivered in practice.

One psychological construct that has received considerable attention in human resource management literature is **work engagement**. Schaufeli et al. (2002) define work engagement as a positive work-related psychological state characterized by vigor, dedication, and absorption. Employees with high work engagement tend to invest greater physical, cognitive, and emotional energy in their work, allowing them to remain enthusiastic, committed, and fully concentrated even when facing demanding work situations. From the perspective of Job Demands–Resources Theory, adequate job resources stimulate work engagement, which subsequently promotes various positive work outcomes, including higher performance and more effective service behavior.

Previous studies have consistently reported positive relationships between work engagement and employee performance across various organizational settings. Riyanto et al. (2021) demonstrated that work engagement mediates the relationship between work motivation, job satisfaction, and employee performance. Nugroho et al. (2023), Foci et al. (2024), and Ningsih et al. (2025) likewise confirmed that employees with higher levels of engagement generally exhibit better performance. Nevertheless, these studies predominantly employed quantitative approaches that examined statistical relationships among variables without explaining the underlying process through which work engagement becomes observable in employees' daily service behavior. Furthermore, studies focusing on frontline employees within Indonesian state-owned service organizations, particularly in the postal service sector, remain relatively limited.

Accordingly, the present study adopts a qualitative case study approach to explore the role of work engagement in improving service performance among employees of the Service Operations Division at PT Pos Indonesia KCU Bandung. Rather than merely confirming the

existence of a relationship between work engagement and service performance, this study seeks to explain **how** work engagement is manifested in everyday work practice and **how** it is translated into observable service behavior that ultimately contributes to service performance. By providing a process-oriented explanation, this study complements existing quantitative evidence and offers a deeper understanding of the mechanism through which work engagement contributes to service quality within a public service organization.

2. Literature Review

Work Engagement

The concept of work engagement was first introduced by Kahn (1990), who described personal engagement as the extent to which individuals express themselves physically, cognitively, and emotionally while performing their work roles. Building upon this concept, Schaufeli et al. (2002) defined work engagement as a positive, fulfilling, work-related state of mind characterized by **vigor, dedication, and absorption**. Unlike temporary emotional states, work engagement represents a persistent psychological condition that enables employees to invest substantial energy, commitment, and concentration in their work.

Vigor refers to high levels of physical energy and mental resilience while working, accompanied by the willingness to invest effort and persist despite work-related difficulties. Employees demonstrating vigor tend to remain enthusiastic even when facing demanding workloads or challenging customers.

Dedication reflects a strong sense of significance, enthusiasm, inspiration, pride, and challenge toward one's work. Employees with high dedication perceive their work as meaningful and therefore demonstrate stronger commitment to organizational goals and service responsibilities.

Absorption describes a condition in which employees are fully concentrated and deeply immersed in their work. Individuals experiencing absorption often become highly focused on completing tasks accurately, making it difficult to detach themselves from ongoing work activities.

Although conceptually distinct, these three dimensions operate simultaneously in shaping employees' overall work engagement. Rather than functioning independently, vigor, dedication, and absorption collectively determine how employees experience and perform their daily work activities.

From the perspective of **Job Demands–Resources (JD-R) Theory**, work engagement develops when employees possess sufficient job resources to cope effectively with their job demands (Bakker & Demerouti, 2017). Job resources—including supervisor support, constructive feedback, opportunities for learning, autonomy, and supportive colleagues—not only reduce the negative effects of demanding work but also stimulate intrinsic motivation that encourages employees to become more engaged. Consequently, engaged employees are more likely to display proactive behavior, persistence, adaptability, and positive interactions with customers.

Service Performance

Service performance refers to employees' ability to deliver services effectively, accurately, responsively, and consistently in accordance with organizational service standards. Within service organizations, employee performance is directly reflected through interactions with customers, making frontline employees a critical determinant of perceived service quality.

This study adopts the **SERVQUAL** dimensions proposed by Parasuraman et al. (1988) as the analytical framework for understanding service performance. These dimensions consist of **tangibles, reliability, responsiveness, assurance, and empathy**.

Tangibles refer to the physical aspects of service delivery, including facilities, equipment, supporting technology, and employees' professional appearance.

Reliability represents employees' ability to perform services accurately, consistently, and according to established procedures.

Responsiveness reflects employees' willingness and readiness to assist customers promptly while responding effectively to their requests and concerns.

Assurance concerns employees' competence, courtesy, professionalism, and ability to create trust and confidence during service encounters.

Empathy refers to employees' willingness to provide individualized attention by understanding customers' specific situations and needs.

It should be emphasized that the SERVQUAL dimensions are **not employed in this study to measure customer satisfaction or customers' perceptions of service quality**. Instead, they are used as an analytical framework for describing employees' service behavior during daily work activities. This perspective is consistent with Hartline and Ferrell (1996), who argue that service quality dimensions may also represent observable service implementation behavior performed by frontline employees.

The Relationship between Work Engagement and Service Performance

Previous studies consistently demonstrate that work engagement positively contributes to employee performance across various organizational contexts. Employees with higher levels of work engagement generally exhibit stronger initiative, greater persistence, higher commitment, and improved job performance compared with less engaged employees. These findings suggest that work engagement encourages employees to invest additional effort beyond formal job requirements.

Within service organizations, engaged employees are expected to demonstrate behaviors that support higher service quality. Employees with sustained **vigor** are more likely to respond quickly to customer requests despite heavy workloads. Employees with strong **dedication** tend to maintain service standards consistently because they perceive customer service as an important personal responsibility. Meanwhile, employees demonstrating high **absorption** generally perform service transactions more carefully and accurately because they remain fully concentrated throughout service delivery.

However, existing studies have primarily examined work engagement and performance using quantitative approaches that estimate statistical relationships among variables. Such studies successfully demonstrate **whether** work engagement influences employee performance but provide limited explanation regarding **how** employees translate their psychological engagement into observable service practices.

Accordingly, this study positions work engagement not merely as an antecedent of service performance but as a psychological condition that shapes employees' everyday service behavior. Rather than assuming direct relationships between individual engagement dimensions and particular dimensions of service performance, this study explores the process through which **vigor, dedication, and absorption operate together to form professional service behavior**, which subsequently contributes to service performance. This process-oriented perspective constitutes the theoretical position of the present study and serves as the foundation for interpreting the empirical findings

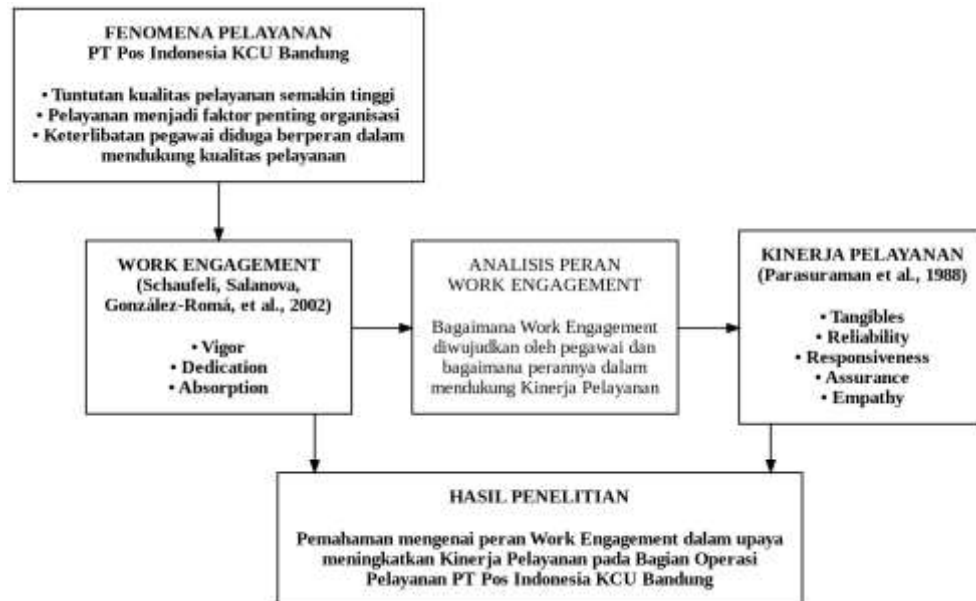


Figure 1. Conceptual Framework of the Study

3. Research Methods

This study employed a **qualitative approach** using a **case study design** to obtain an in-depth understanding of how work engagement contributes to service performance within the Service Operations Division of PT Pos Indonesia KCU Bandung. A qualitative case study was selected because it enables researchers to explore a contemporary phenomenon within its real-life organizational context while capturing the processes underlying employees' experiences and behaviors that cannot be adequately explained through quantitative approaches.

The study was conducted at the Service Operations Division of PT Pos Indonesia KCU Bandung, where frontline employees are directly responsible for delivering postal and customer services. Informants were selected through **purposive sampling** based on four criteria: (1) being employed within the Service Operations Division, (2) being directly involved in customer service activities, (3) possessing sufficient work experience to understand the service process, and (4) being willing to participate in the study. Six informants representing different service functions participated in this research, including customer service officers, counter service officers, a mobile service officer, and the Service Operations Manager as the key informant.

Table 1. Profile of Research Informants

Code	Function/Position	Tenure
I1	Customer Service	12 years
I2	Counter Service Officer	2 years
I3	Customer Service	10 years
I4	Counter Service Officer	4 years
I5	Mobile O-Ranger Officer	2 years
I6	Service Operations Manager	9 years

Data were collected through **semi-structured interviews, non-participant observation, and documentation study**. Semi-structured interviews allowed the researcher to explore informants' experiences while maintaining consistency through an interview guide.

Non-participant observation was conducted directly within the service area to capture employees' actual service behavior during customer interactions. Documentation, including organizational service standards and supporting internal documents, was used to provide contextual information and to complement evidence obtained from interviews and observations.

Data analysis followed the **interactive analysis model** proposed by Miles, Huberman, and Saldaña (2014), consisting of three interconnected stages: **data condensation, data display, and conclusion drawing and verification**. Interview recordings were transcribed verbatim before undergoing an initial coding process to identify meaningful units related to work engagement and service performance. Similar codes were subsequently condensed into broader conceptual categories and organized into thematic displays to facilitate interpretation across informants. Finally, emerging themes were compared across different service functions through **cross-case analysis** to identify recurring patterns and relationships before conclusions were continuously verified against the original data.

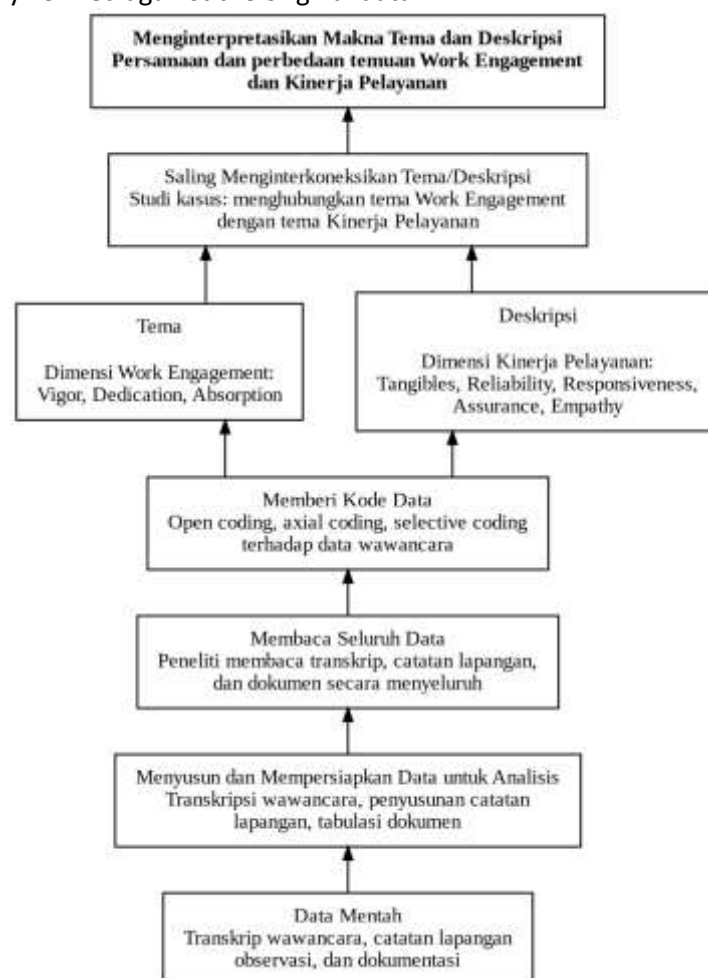


Figure 2. Data Analysis Flow in Qualitative Research (adapted from Miles, Huberman, & Saldana, 2014)

To enhance the credibility of the findings, the study employed **source triangulation** by comparing information obtained from informants occupying different organizational roles and **technique triangulation** by comparing evidence derived from interviews, observations, and documentation. Continuous comparison among multiple data sources ensured that interpretations remained consistent with the empirical evidence collected throughout the research process.

4. Results and Discussion

4.1 Work Engagement among Employees of the Service Operations Division

The findings indicate that work engagement among employees of the Service Operations Division at PT Pos Indonesia KCU Bandung is manifested through the **integration of vigor, dedication, and absorption**, rather than through the independent operation of each dimension. Employees consistently described these three dimensions as mutually reinforcing psychological conditions that collectively shape the way they perform customer service activities. This finding suggests that work engagement should be understood as a holistic psychological state rather than as separate behavioral characteristics.

Vigor

The **vigor** dimension was reflected in employees' ability to sustain energy, maintain enthusiasm, and remain psychologically resilient despite experiencing demanding working conditions such as long customer queues, procedural changes, and emotionally challenging customer interactions. Rather than merely representing physical stamina, vigor appeared to influence employees' willingness to invest additional effort in understanding customer problems and providing comprehensive explanations.

One informant explained:

"When employees have work enthusiasm, the way they provide information to customers is different. They explain things more thoroughly, become more patient, and genuinely try to understand what customers actually need." (Informant I1)

Field observations consistently supported this perception. Employees were observed maintaining service continuity during periods of high customer volume by coordinating work responsibilities and adjusting break schedules without disrupting service delivery. Such behavior demonstrates that vigor is expressed not only through individual enthusiasm but also through collaborative initiative aimed at maintaining service quality.

Another informant described how successfully resolving customer problems generated renewed enthusiasm to continue providing high-quality service:

"When customers initially come feeling disappointed, but eventually understand after we explain everything carefully, I feel satisfied. Experiences like that make my enthusiasm return." (Informant I1)

This finding suggests that vigor operates as a self-reinforcing psychological process. Positive service experiences strengthen employees' work enthusiasm, which subsequently encourages greater effort during future customer interactions.

From a managerial perspective, employees demonstrating high vigor were also perceived as showing stronger initiative during demanding service situations.

"Employees with high enthusiasm never wait to be instructed. When queues become longer, they immediately help colleagues or open additional counters." (Informant I6)

These findings extend the concept of vigor proposed by Schaufeli et al. (2002). Rather than representing psychological energy alone, vigor becomes observable through proactive service behavior, collaborative initiative, and persistence in maintaining service quality under operational pressure. This interpretation is also consistent with the motivational process described in Job Demands–Resources Theory (Bakker & Demerouti, 2017), whereby adequate job resources encourage employees to invest additional effort despite demanding work conditions.

Dedication

The findings reveal that **dedication** emerged primarily from employees' perception that serving customers constituted meaningful and socially valuable work rather than merely

fulfilling formal organizational obligations. Employees consistently expressed feelings of pride, responsibility, and commitment when successfully resolving customer problems.

One employee stated:

"I feel most proud when I can help customers solve problems that initially seemed impossible. We continue looking for solutions until everything is resolved." (Informant I3)

Interestingly, managerial observations confirmed these perceptions through employees' actual work behavior rather than self-reported attitudes.

"Transaction discrepancies are extremely rare, employees continuously update themselves with new procedures, and lateness is almost never an issue. Those are clear indicators of commitment." (Informant I6)

These findings demonstrate that dedication becomes visible through behavioral consistency rather than emotional attachment alone. Employees who perceive their work as meaningful tend to demonstrate stronger adherence to organizational standards and greater responsibility during service delivery.

Another employee further explained that dedication gradually developed through supportive relationships among colleagues.

"Initially I considered looking for another job because I still had many things to learn. However, after experiencing how colleagues supported each other during service, I gradually felt that this workplace had become part of me." (Informant I2)

This finding indicates that dedication develops through organizational experience rather than existing automatically from the beginning of employment. Supportive interpersonal relationships strengthen employees' psychological attachment to both their work and the organization.

Consistent with Schaufeli et al. (2002), dedication reflects enthusiasm and pride toward work. However, the present findings further suggest that dedication also encourages behavioral consistency in implementing service standards, indicating that psychological commitment becomes translated into professional service practice.

Absorption

The **absorption** dimension was reflected in employees' ability to maintain concentration while handling service transactions despite frequent interruptions and changing customer demands. Employees explained that maintaining concentration was facilitated by routine briefings, supervisory guidance, and continuous coordination among colleagues.

Unlike vigor, which primarily reflects work energy, or dedication, which reflects work meaning, absorption represents employees' cognitive engagement during service delivery. Employees consistently reported remaining focused until customer problems had been completely resolved before shifting attention to subsequent tasks.

The findings indicate that absorption is not solely an individual cognitive characteristic but is supported by an organizational work environment that enables employees to maintain sustained concentration throughout customer interactions.

This interpretation supports Schaufeli et al. (2002), who describe absorption as deep psychological involvement in work. Nevertheless, the present study extends previous understanding by demonstrating that absorption contributes directly to service accuracy, procedural compliance, and careful transaction completion within frontline public service contexts.

Overall, the findings demonstrate that vigor, dedication, and absorption should not be interpreted as independent dimensions operating separately during service delivery. Instead, the three dimensions interact dynamically to create employees' overall work engagement, which subsequently shapes how customer service is delivered in everyday organizational practice.

4.2 Service Performance at the Service Operations Division

The findings indicate that service performance within the Service Operations Division of PT Pos Indonesia KCU Bandung has generally been implemented effectively. Nevertheless, the quality of service was not equally reflected across all five service dimensions. While **reliability, responsiveness, and empathy** were consistently demonstrated by employees during daily service delivery, **tangibles and assurance** remained organizational dimensions requiring further improvement.

Rather than representing isolated dimensions, the five SERVQUAL components collectively describe how employees translate organizational service standards into customer-facing service practices. Consequently, differences among these dimensions reflect not only employees' individual performance but also organizational conditions supporting service delivery.

Tangibles

The **tangibles** dimension primarily concerned the physical environment supporting customer service, including facilities, equipment, technology, and employees' professional appearance. Although employees consistently maintained professional appearance and complied with organizational dress standards, both observations and managerial interviews revealed that improvements in physical facilities remained necessary.

The Service Operations Manager explained:

"Digital services have improved considerably, but our physical facilities still meet only around seventy percent of banking industry standards. Infrastructure improvement remains one of our priorities." (Informant I6)

This finding suggests that employees' service quality cannot be evaluated independently from the organizational environment in which services are delivered. Although frontline employees consistently attempted to provide professional service, limitations in physical infrastructure reduced opportunities to fully optimize customers' service experience.

Consequently, tangibles appear to represent an organizational responsibility rather than solely an individual employee characteristic. This interpretation supports Parasuraman et al. (1988), who emphasize that physical facilities constitute an essential component of service quality beyond employees' personal performance.

Reliability

The findings demonstrate that **reliability** was consistently reflected through employees' ability to perform service transactions accurately and in accordance with organizational procedures. Informants consistently emphasized that procedural compliance was regarded as an essential professional responsibility rather than merely an administrative requirement.

The Service Operations Manager stated:

"Transaction discrepancies are extremely rare because employees continuously update themselves regarding procedural changes and service regulations." (Informant I6)

Field observations also demonstrated that employees carefully verified customer documents before completing transactions and routinely consulted colleagues whenever uncertainty arose. Such practices minimized procedural errors while maintaining consistency across service encounters.

These findings indicate that reliability is achieved through the combination of procedural discipline, accumulated experience, and collaborative problem solving. Employees' willingness to verify information before completing transactions demonstrates that reliable service extends beyond technical competence and includes responsible professional judgment.

This finding is consistent with Parasuraman et al. (1988), who define reliability as the ability to perform promised services dependably and accurately. However, the present study further demonstrates that reliability is sustained through continuous interaction among employees rather than individual competence alone.

Responsiveness

Among all dimensions, **responsiveness** emerged as one of the strongest characteristics of service performance. Employees consistently demonstrated willingness to respond promptly to customer requests while providing immediate assistance whenever problems occurred.

Informants explained that customer complaints rarely remained the responsibility of one employee alone. Instead, colleagues voluntarily assisted one another whenever customer problems exceeded individual authority or expertise.

Field observations confirmed this collaborative practice. Employees frequently exchanged information, consulted supervisors, and redirected customers to appropriate service units without delaying service delivery.

These findings suggest that responsiveness should be understood as a collective organizational capability rather than merely an individual characteristic. Employees' willingness to collaborate enabled customers to receive timely solutions despite increasingly complex service demands.

This interpretation extends the responsiveness dimension proposed by Parasuraman et al. (1988) by illustrating how responsiveness emerges through coordinated teamwork within frontline service environments.

Assurance

The **assurance** dimension was generally demonstrated through employees' knowledge, professionalism, and courteous communication during customer interactions. Nevertheless, managerial interviews indicated that achieving uniform service standards across different branches remained an ongoing organizational objective.

Although employees demonstrated confidence while serving customers, management acknowledged that service standardization had not yet been implemented equally throughout the organization.

This finding suggests that assurance depends upon both employees' professional competence and organizational consistency in implementing service standards. Consequently, improving assurance requires continuous competency development together with broader organizational standardization efforts.

Empathy

The findings indicate that **empathy** constituted one of the most prominent characteristics of employees' service performance. Informants consistently emphasized that understanding customers' individual situations represented an important component of service delivery.

One employee explained:

"Every customer comes with different problems, so we cannot provide exactly the same explanation to everyone. Sometimes customers simply need additional time to understand the situation." (Informant I3)

Observations similarly demonstrated that employees frequently adjusted their communication styles according to customers' ages, educational backgrounds, and service needs. Rather than simply following procedures mechanically, employees attempted to ensure that customers fully understood available service options before completing transactions.

These findings indicate that empathy represents employees' ability to balance procedural requirements with individualized customer attention. Such behavior reflects genuine customer orientation rather than merely polite interpersonal communication.

This interpretation supports Parasuraman et al. (1988), while simultaneously illustrating how empathy becomes observable through adaptive communication practices during frontline public service delivery.

Overall Interpretation

Overall, the findings demonstrate that service performance within the Service Operations Division has generally reached a satisfactory level. Nevertheless, the dimensions do not develop uniformly. **Tangibles** and **assurance** remain more dependent upon organizational investment and managerial policy, whereas **reliability, responsiveness, and empathy** are primarily reflected through employees' everyday service behavior.

This distinction is particularly important because it suggests that improvements in service performance cannot rely exclusively on strengthening individual employees. Organizational support, infrastructure, competency development, and standardized service systems remain essential prerequisites for sustaining consistently high-quality service.

4.3 The Role of Work Engagement in Improving Service Performance

The findings demonstrate that **work engagement contributes to service performance not through direct relationships between individual dimensions of work engagement and particular dimensions of service performance, but through the development of service work behavior that emerges from the integration of vigor, dedication, and absorption**. Rather than functioning independently, these three dimensions interact dynamically to shape employees' attitudes and behaviors during customer service delivery.

Across all interviews, employees consistently indicated that their psychological condition while working influenced the manner in which they interacted with customers. Employees experiencing higher levels of work engagement reported greater patience, stronger initiative, increased attentiveness, and greater willingness to provide comprehensive assistance during customer interactions.

One employee explained:

"It has a huge effect. When employees have work enthusiasm, the way they provide information to customers is different. The explanations become more detailed, more patient, and show greater effort to understand customers' needs." (Informant I1)

Another informant similarly stated:

"When we enjoy our work, our attitude automatically becomes friendlier, and customers can immediately feel that we genuinely want to help them." (Informant I4)

These findings indicate that work engagement is translated into observable service behavior before influencing service performance itself. In other words, customers do not directly experience employees' psychological engagement; instead, they experience the behaviors produced by that engagement, including responsiveness, professionalism, patience, accuracy, initiative, and genuine concern during service encounters.

This interpretation was further strengthened by a negative case identified during the interviews. One employee described a period in which declining work enthusiasm resulted in noticeable deterioration in service behavior.

"At one point my enthusiasm declined because of a particular experience. During that period I became less friendly and less confident when serving customers. Later, when my enthusiasm returned, my service also improved." (Informant I2)

This negative case provides particularly strong evidence because it demonstrates that changes in service behavior correspond closely with changes in employees' psychological

engagement. Rather than representing stable personality characteristics, employees' service behavior appears to fluctuate according to the level of work engagement experienced during particular working conditions.

The findings further indicate that each dimension of work engagement contributes complementary psychological resources during service delivery. **Vigor** encourages employees to sustain energy and remain responsive despite heavy workloads. **Dedication** strengthens employees' commitment to maintaining professional service standards because they perceive customer service as meaningful work. **Absorption** enables employees to remain focused and accurate throughout service transactions, thereby reducing procedural errors and improving service quality. Nevertheless, these dimensions were not observed operating independently. Instead, employees simultaneously demonstrated energy, commitment, and concentration during customer interactions, suggesting that service performance results from the integration of all three dimensions rather than from isolated psychological attributes.

The present findings therefore extend previous quantitative studies that primarily reported positive statistical relationships between work engagement and employee performance (Riyanto et al., 2021; Nugroho et al., 2023; Foci et al., 2024). While previous studies successfully established that engaged employees generally perform better, the present study explains the underlying mechanism through which such improvement occurs. Specifically, work engagement contributes to service performance because it shapes employees' everyday service work behavior, which subsequently becomes visible through reliability, responsiveness, assurance, empathy, and, to a lesser extent, tangibles.

From the perspective of **Job Demands–Resources Theory** (Bakker & Demerouti, 2017), these findings illustrate how job resources support the development of work engagement, which is subsequently translated into positive service behavior during frontline customer interactions. However, the study also demonstrates that work engagement alone cannot fully explain service performance. Organizational factors—including physical facilities, standardized procedures, supervisory support, and competency development—remain essential in enabling engaged employees to consistently deliver high-quality service. Consequently, service performance should be understood as the outcome of interactions between employees' psychological engagement and organizational support rather than the consequence of work engagement alone.



Figure 3. Research Findings Model: The Process through which Work Engagement Contributes to Service Performance

Accordingly, this study proposes that work engagement influences service performance through the process illustrated in **Figure 3**. Rather than assuming direct causal relationships between individual engagement dimensions and specific service performance dimensions, the findings suggest that **service work behavior functions as the practical mechanism through which employees' psychological engagement becomes observable in everyday service delivery.**

5. Conclusion

This study concludes that work engagement among employees of the Service Operations Division of PT Pos Indonesia KCU Bandung is manifested through the integration of vigor, dedication, and absorption into a coherent pattern of service work behavior, rather than through any single dimension acting in isolation. This engagement translates into professionalism, thoroughness, collaboration, and customer orientation, which in turn shape the five dimensions of service performance, as illustrated in the research findings model presented in Figure 3. Service performance itself was found to be generally well-implemented, although development remains uneven across dimensions, with tangibles and assurance identified as the areas most in need of improvement.

Theoretically, this study extends the predominantly variable-testing literature on work engagement and performance by offering a process-based account of the mechanism connecting the two constructs. The identification of a negative case, in which declining engagement was directly followed by a deterioration in service behavior and its subsequent recovery, provides particularly compelling evidence that engagement functions as a dynamic psychological state shaped by ongoing work experience rather than a fixed individual trait. This finding also reinforces the Job Demands–Resources perspective, in that engagement was found to be sustained not by individual disposition alone, but by organizational resources such as supervisor support and routine briefings.

Practically, the findings suggest that PT Pos Indonesia KCU Bandung would benefit from strengthening the organizational resources already shown to sustain engagement, while simultaneously addressing the structural gaps identified in physical facilities and the standardization of service delivery across branches. Because engaged employees were found to compensate, to some extent, for organizational shortcomings through initiative and customer-oriented behavior, closing these gaps would likely produce service performance improvements beyond what engagement alone can achieve.

This study is subject to limitations inherent in its single case study design, involving six informants within one work unit; the findings are therefore not intended to be statistically generalized, but rather to offer analytical insight into the mechanisms through which work engagement shapes service performance. Future research employing mixed-method or quantitative designs across multiple branches, as well as longitudinal designs capable of tracing the dynamics of engagement over time, would help to test the transferability of the process identified in this study.

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