

Research Article

The Influence of Organizational Justice and Quality of Work Life on Job Involvement among Service Department Employees at PT. Gemilang Berlian Indah, Pontianak Branch

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ABSTRACT

This study aims to analyze the influence of Organizational Justice and Quality of Work Life on Job Involvement among employees of the Service Department at PT. Gemilang Berlian Indah, Pontianak Branch. The research method employed is quantitative associative with a total sampling technique involving 53 respondents. Data were analyzed using multiple linear regression through SPSS version 25. The results indicate that the regression model is significant, with a value of $F\text{-count} = 20.917 > F\text{-table} = 3.18$ and $\text{Sig.} = 0.000 < 0.05$, which means that both independent variables simultaneously have a positive and significant effect on job involvement. Partially, Organizational Justice has a positive and significant effect on Job Involvement, and Quality of Work Life also shows a positive and significant influence on Job Involvement. The correlation coefficient (R) of 0.675 indicates a strong relationship between the variables, while the coefficient of determination (R^2) of 0.456 shows that 45.6% of the variation in job involvement is influenced by organizational justice and quality of work life, with the remaining 54.4% affected by other factors beyond this study. The study concludes that implementing fairness and improving work quality can strengthen employee involvement. Future research is recommended to include other variables such as work motivation, leadership style, or organizational culture to provide a more comprehensive understanding of the factors influencing employee job involvement.

Keywords: Organizational; Justice; Quality; Work Life; Job Involvement

1. INTRODUCTION

Human Resource Management (HRM) plays a crucial role in shaping and sustaining organizational performance because it determines how effectively an organization aligns people, processes, and goals. The success of a company is therefore not solely driven by business strategy, but also by its capability to manage employees in a planned, consistent, and humane manner so that productivity and organizational sustainability can be maintained. Ansory & Indrasari (2018) emphasize that human resources are the driving force of an organization and constitute assets that must be continuously trained and developed. In line with this view, HRM is oriented toward building an optimal synergy that supports organizational goal achievement, improves employee potential and performance, and generates broader positive impacts (Gea & Ahmadia, 2025).

In managerial practice, organizational performance is closely related to employees' attitudes in responding to change and daily work demands. Employees who show positive, inspirational, and adaptive attitudes tend to display constructive behavior that supports the organization's mission. Jackson (2018) notes that attitudes toward change should be inspirational and motivational, as such attitudes encourage employees to respond productively rather than defensively. Two elements that strongly shape these attitudes are the perception of fairness in management practices and the availability of a work system that supports employee well-being. From this perspective, Quality of Work Life (QWL) becomes relevant because it reflects the extent to which the organization creates a work environment that enables employees to fulfill their needs and participate in decisions related to work design and the surrounding work environment (Riyono et al., 2022).

Within the HRM context, job involvement is an important construct because it captures how strongly employees identify with their work and internalize it as part of their self-concept. Warapsari (2019) argues that job involvement influences employees' attitudes and behaviors toward job responsibilities, which in turn can affect discipline, work quality, and engagement in organizational activities. Greenberg and Baron (2017) define job involvement as the degree to which individuals care about and identify with their job, while Colquitt et al. (2018) describe it as the extent to which work becomes a central part of one's life and personal satisfaction. Kanungo (2012) in Alfian et al. (2017) further explains that job involvement reflects the internalization of work values into an employee's self-identity. In an operational setting, this involvement can be observed through employees' participation in work tasks, their engagement in organizational activities,

and their willingness to cooperate in teams (Robbins & Judge in Halawa & Yokanan, 2024).

These issues are particularly relevant to PT Gemilang Berlian Indah (Pontianak Branch), an official Mitsubishi distributor established in 1997 and located on Jalan Arteri Supadio No. 68, Kubu Raya Regency. The company operates under the 3S Synergy system (Sales, Service, and Spare Part) and achieved recognition such as the Fuso Pro Shop Dealer and Best 3S Dealer awards in 2022 (PT Gemilang Berlian Indah Pontianak, 2025). The organization employs 169 people, and the Service Department represents the largest unit with 54 employees, accounting for approximately 32% of the total workforce (PT Gemilang Berlian Indah Pontianak, 2025). Working hours are set from 08:00 to 16:30 WIB (Monday–Friday) and 08:30 to 12:00 WIB (Saturday), with Sunday as the weekly day off. Attendance is monitored through a fingerprint system, and violations such as tardiness and absence are subject to disciplinary penalties. The collected fines are then redistributed as rewards for employees who maintain exemplary attendance records.

Despite the structured attendance system, the company faces challenges related to discipline and employee involvement. Based on attendance records from 2022 to 2024, the absenteeism rate increased and reached 2.03% in 2024, which may indicate a weakening level of work discipline and a potential decline in job involvement (Hasibuan, 2017). In addition, overtime compensation policies are not uniformly applied across positions. Leaders and Mechanics receive overtime pay of IDR 75,000 per hour or IDR 150,000 per day for work on official holidays, whereas positions such as Managers, Administrative Staff, Customer Service, and Service Advisors may be required to work overtime without financial compensation (PT Gemilang Berlian Indah Pontianak, 2025). Such conditions are important because perceived inequity in workload and rewards can shape how employees evaluate fairness in the organization.

Interviews with the HR Manager (Mr. FKH) further revealed operational issues that may strengthen perceptions of unfairness, including uneven workload distribution across units and inadequate work facilities. Some employees reportedly do not have access to computers and printers, and several use personal devices without reimbursement. Yusuf & Syarif (2018) explain that organizational justice reflects employees' perceptions of fairness in organizational policies and practices, which can influence commitment and loyalty. Imperatori (2017) similarly notes that justice perceptions depend on how coherent and proportional managerial practices are relative to employees' contributions. In general, organizational justice is commonly discussed through distributive justice (fairness of outcomes and rewards), procedural justice (fairness of decision-making processes), and interactional justice (fairness in interpersonal treatment and respect) (Jonathan & Dewie, 2024).

Alongside justice, QWL is also central because it reflects working conditions that support employee well-being and development (Eka et al., 2023), and it contributes to organizational effectiveness and added value (Yeni, 2024). Empirically, previous studies have shown that organizational justice and QWL are closely related to job involvement. Ghalehsardi et al. (2023) reported that job involvement plays a meaningful role in linking perceived organizational justice and QWL in service organizations, while Davik et al. (2017) demonstrated that QWL positively influences job involvement. However, although these relationships have been discussed in prior research, evidence remains limited in specific operational contexts where fairness concerns are shaped by unequal overtime compensation, unequal access to work facilities, and discipline dynamics within automotive service units in regional Indonesian settings. This study therefore addresses that gap by examining how organizational justice and quality of work life influence job involvement in a focused service-department context.

To ensure clarity and avoid misinterpretation regarding the unit of analysis, the Service Department consists of 54 employees, yet the population used in this study is 53 employees because the manager was excluded from the respondent pool to maintain measurement objectivity and prevent role-based bias in questionnaire responses. Accordingly, this study aims to analyze (1) the partial effect of Organizational Justice on Job Involvement, (2) the partial effect of Quality of Work Life on Job Involvement, and (3) the simultaneous effect of Organizational Justice and Quality of Work Life on Job Involvement among Service Department employees at PT Gemilang Berlian Indah, Pontianak Branch.

2. RESEARCH METHOD

Type of Research

This study employs a quantitative associative method. According to Sugiyono (2024), an associative problem formulation refers to a research problem that seeks to determine the relationship between two or more variables. Therefore, this research aims to examine the relationship Organizational Justice (X_1) and between Quality of Work Life (X_2) toward Job Involvement (Y) among employees of the Service Department at PT. Gemilang Berlian Indah, Pontianak Branch.

Data Collection Technique

According to Sugiyono (2024), data collection techniques are the most essential step in research since the primary goal of research is to obtain data. This study utilized two types of data: primary data and secondary data. Primary data were obtained through two methods, namely interviews and questionnaires. In this study, interviews were conducted directly with the HR Department of PT. Gemilang Berlian Indah, Pontianak Branch to gather supporting information related to the research variables. According to Sugiyono (2024), a questionnaire is a data collection technique that involves providing a set of written questions or statements to respondents to be answered. The questionnaires were distributed to all employees

of the Service Department at PT. Gemilang Berlian Indah, Pontianak Branch, as research respondents Secondary data were obtained from company documents, including employee attendance records from 2022–2024 and the total number of Service Department employees, in line with Sugiyono (2024) definition that secondary data are sources that do not directly provide data to the collector.

Population and Sample

According to Sugiyono (2024), a population is a generalization area consisting of objects or subjects that possess certain qualities and characteristics determined by the researcher to be studied and drawn conclusions from. The population in this study consists of 53 employees of the Service Department at PT. Gemilang Berlian Indah, Pontianak Branch, excluding the manager. The sampling technique used was total sampling, meaning that the entire population was taken as the sample (Sugiyono, 2024).

Research Variables & Measurement Scale

According to Sugiyono (2024), a research variable is anything that is determined by the researcher to be studied in order to obtain information about it. The study consists of both independent and dependent variables. The independent variables are Organizational Justice (X_1) and Quality of Work Life (X_2), while the dependent variable is Job Involvement (Y). The research instrument employed the Likert Scale, which, according to Sugiyono (2024), is used to measure attitudes, opinions, and perceptions of a person or group toward a social phenomenon. Each item consists of five response alternatives with scores ranging from 1 to 5: (1) Strongly Disagree, (2) Disagree, (3) Slightly Agree, (4) Agree, and (5) Strongly Agree.

Data Analysis Technique

Data were analyzed quantitatively using IBM SPSS version 25. The instrument was tested through validity and reliability tests. The validity test employed the Pearson Product Moment correlation, where an item is considered valid if r -calculated $>$ r -table (0.270) at a 5% significance level, reliability was measured using Cronbach's Alpha, with a criterion of reliability if $\alpha > 0.60$ (Ghozali, 2021). Furthermore, classical assumption tests were performed, including the Kolmogorov–Smirnov normality test (Asymp. Sig. $>$ 0.05), the Test for Linearity (Deviation from Linearity $>$ 0.05), and the multicollinearity test using Tolerance ($>$ 0.10) and Variance Inflation Factor (VIF $<$ 10) criteria (Ghozali, 2021). The primary analysis applied multiple linear regression to examine the influence of Organizational Justice and Quality of Work Life on Job Involvement, using the following equation: $Y = a + b_1X_1 + b_2X_2$, where: Y = Job Involvement, X_1 = Organizational Justice and X_2 = Quality of Work Life. The correlation coefficient (R) was used to assess the strength of relationships between variables, interpreted according to Siregar (2015). The coefficient of determination (R^2) was used to measure how much the independent variables contribute to the dependent variable (Ghozali, 2021). Significance testing was conducted using the F-test (simultaneous) and t-test (partial) at a 5% significance level to determine the effect of each variable (Ghozali, 2021).

Table 1. Variable Indicators

Variable	Indicators	Source
Organizational Justice	Distributive Justice	Jonathan & Dewie, (2024)
	Procedural Justice	
	Interracial Justice	
Quality Of Work Life	Health and Well-Being	Ewon (2002) in Jayanegara (2020)
	Job Security	
	Job Satisfaction	
	Competency Development	
Job Involvement	Work and Non-Work Life Balance	Robbins & Judge (2022) in Halawa & Yokayan (2024)
	Work Participation	
	Engagement	
	Cooperation	

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test aims to assess the ability of each item in the research instrument to measure the variables under study. The test is conducted by correlating the score of each item with the total score, then comparing the calculated r value with the table r value. With a sample size of 53 ($df = 51$) and a significance level of 0.05, the table r value obtained is 0.270. The validity results for each variable can be seen in **Table 2**.

Table 2. Validity Test Results

Variable	Indicators	r value	r table	Description
Organizational Justice (X1)	X1.1	0.853	0.270	Valid
	X1.2	0.786		
	X1.3	0.869		
	X1.4	0.683		
	X1.5	0.852		
	X1.6	0.832		
Quality of Work Life (X2)	X2.1	0.669	0.270	Valid
	X2.2	0.798		
	X2.3	0.862		
	X2.4	0.892		
	X2.5	0.844		
	X2.6	0.853		
	X2.7	0.639		
	X2.8	0.783		
	X2.9	0.641		
	X2.10	0.719		
Job Involvement (Y)	Y.1	0.698	0.270	Valid
	Y.2	0.626		
	Y.3	0.775		
	Y.4	0.787		
	Y.5	0.777		
	Y.6	0.494		

Source: SPSS Output, 2025

Based on the validity test results conducted on each variable shown in **Table 2**, it can be seen that all statement items have a calculated r value greater than the table r value of 0.270. Thus, it can be concluded that all statement items listed in each variable are valid and can be used as instruments in this study.

3.1.2 Reliability Test

The reliability test is conducted to assess the reliability level of statements in the questionnaire as a research measurement tool. The test uses the Cronbach’s Alpha method, with a reliability criterion of ≥ 0.60 . The reliability test results for each variable can be seen in **Table 3**.

Table 3. Reliability Test Results

Variable	Cronbach’s Alpha	Description
Organizational Justice (X1)	0.889	Reliable
Quality of Work Life (X2)	0.921	
Job Involvement (Y)	0.769	

Source: SPSS Output, 2025

Based on the reliability test results for each variable shown in **Table 3**, Cronbac’s Alpha values > 0.60 are obtained, thus all statement items in each variable are declared reliable and suitable for use as instruments in this study.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test aims to determine whether the research data is normally distributed. The test is to be conducted using the Kolmogorov-Smirnov method through SPSS, and the results can be seen in **Table 4**.

Table 4. Normality Test Results

Test	Value
N (Sample)	53
Test Statistic	.089
Asymp.Sig.(2-tailed)	.200 ^c

Source: SPSS Output, 2025

Based on the normality test results shown in **Table 4**, the test result for the Asymp. Sig. (2-tailed) value is 0.200. Because the value is greater than the normality significance level of 0.05, it can be concluded that the data in this study is normally distributed.

3.2.2 Linearity Test

The linearity test is used to determine whether there is a linear relationship between the independent and dependent variables. The test is conducted using the Test for Linearity in SPSS, and the results can be seen in **Table 5**.

Table 5. Result of Linearity

Variable	Deviation from Linearity	Description
Job Involvement * Organizational Justice	0.708	Linear
Job Involvement * Quality of Work Life	0.347	

Source: SPSS Output, 2025

Based on the linearity test results for each variable shown in **Table 5**, a Deviation from Linearity significance value of > 0.05 is obtained. Thus, it can be concluded that there is a linear relationship between each variable.

3.2.3 Multicollinearity Test

The multicollinearity test is used to detect high correlations between independent variables in a regression model, which can influence the accuracy of coefficient estimates and model reliability. The results of the test using SPSS can be seen in **Table 6**.

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Justice	.592	1.689
Quality of Work Life	.592	1.689

Dependent Variable: Job Involvement

Source: SPSS Output, 2025

Based on the results of the multicollinearity test shown in **Table 6**, the results can be explained as follows:

1. The Organizational Justice variable (X1) has a Tolerance value of 0.592, which is greater than 0.10. It also has a VIF value of 1.689, which is less than 10.00.
2. The Quality of Work Life variable (X2) has a Tolerance value of 0.592, which is greater than 0.10. It also has a VIF value of 1.689, which is less than 10.00.

Based on the explanation above and referring to the decision-making criteria stating that the Tolerance value must be above 0.10 and the VIF must be below 10.00, it can be concluded that there is no multicollinearity between the two independent variables in this study.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to measure the simultaneous and partial influence of several independent variables on the dependent variable and to form a predictive model of the relationship between variables. The results of the analysis using SPSS can be seen in **Table 7**.

Table 7. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.266	4.083	.000
Organizational Justice	.290	3.286	.002
Quality of Work Life	.272	2.189	.033

Dependent Variable: Job Involvement

Source: SPSS Output, 2025

Based on the results of the multiple linear regression analysis in **Table 7** and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.266 + 0.290X_1 + 0.272X_2$$

- a. The constant (a) is 1.266, which means that if the Organizational Justice (X1) and Quality of Work Life (X2) variables are zero, Job Involvement (Y) will increase by 1.266 units.
- b. The regression coefficient (b1) for the Organizational Justice (X1) variable is 0.290 with a positive direction, indicating

that every one-unit increase in Organizational Justice will cause a 0.290 increase in Job Involvement.

- c. The regression coefficient (b₂) for the Quality of Work Life (X₂) variable is 0.272 with a positive direction, indicating that every one-unit increase in Quality of Work Life will cause an increase of 0.272 in Job Involvement.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between two variables using the Product Moment technique. The results of the analysis can be seen in **Table 8**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.456	.434	.52965

Predictors: (Constant), Quality of Work Life, Organizational Justice
Dependent Variable: Job Involvement

Source: SPSS Output, 2025

Based on the correlation coefficient test results shown in **Table 8**, a correlation coefficient (R) value of 0.675 is obtained. This means that the relationship between Organizational Justice and Quality of Work Life on Job Involvement is in the strong category, because the value is in the range of 0.60-0.799.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) test shown in **Table 8**, an R-Square value of 0.456 is obtained. This means that the variables of Organizational Justice and Quality of Work Life influence Job Involvement by 45.6%. Meanwhile, the remaining 54.4% is influenced by other variables that are outside the scope of this study.

3.6 Simultaneous Test (F Test)

The F test is conducted to determine whether all independent variables simultaneously have a significant influence on the dependent variable. The test results using SPSS can be seen in **Table 9**.

Table 9. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	11.736	5.868	20.917	.000 ^b
Residual	14.027	.281		

Dependent Variable: Job Involvement

Predictors: (Constant), Quality of Work Life, Organizational Justice

Source: SPSS Output, 2025

Based on the results of the simultaneous test (F test) in **Table 9**, the calculated F value is 20.917 > F table 3.18 and the significance value is 0.000 < 0.05. Thus, it can be concluded that simultaneously there is a positive and significant influence between the variables of Organizational Justice and Quality of Work Life on Job Involvement.

3.7 Partial Test (t Test)

The t-test is used to measure the influence of each independent variable on the dependent variable individually. The results of the analysis using SPSS can be seen in **Table 10**.

Table 10. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.266	4.083	.000
Organizational Justice	.290	3.286	.002
Quality of Work Life	.272	2.189	.033

Dependent Variable: Job Involvement

Source: SPSS Output, 2025

Based on partial hypothesis testing (t-test) in **Table 10**, the calculated t-value will be compared with the t-table value. The t-table value is 1.675. The partial t-test results shown in Table 9 can be explained as follows:

- a. The calculated t-value for the Organizational Justice variable (X₁) is 3.286 > the t-table value of 1.675 and the significance value is 0.002 < 0.05, so it can be concluded that H₀ is rejected and H_a is accepted. Therefore, it can be interpreted that Organizational Justice has a positive and significant influence on Job Involvement

- b. The t-value of the Quality of Work Life variable (X1) is $2.189 >$ the table t-value of 1.675 and the significance value is $0.033 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that, partially, Quality of Work Life has a positive and significant influence on Job Involvement.

3.8 DISCUSSION

The Effect of Organizational Justice on Job Involvement

The results of the partial test indicate that Organizational Justice has a positive and significant effect on Job Involvement among employees of the Service Department at PT Gemilang Berlian Indah, Pontianak Branch. This finding suggests that higher employee perceptions of organizational justice are associated with higher levels of job involvement. Psychologically, organizational justice fosters a sense of being valued and recognized, which encourages employees to identify more strongly with their work. In the empirical context of the company, this result is relevant to field conditions indicating disparities in overtime policies across positions, unequal access to work facilities, and uneven workload distribution. When employees perceive that their contributions are not matched by fair treatment whether in terms of compensation, procedures, or interpersonal interactions perceptions of distributive and procedural justice tend to decline. Such conditions may weaken employees' sense of ownership toward their work, as reflected in increased absenteeism and reduced discipline. This finding is consistent with Yusuf and Syarif (2018), who state that perceptions of organizational justice directly influence employee commitment and loyalty. Imperatori (2017) also emphasizes that organizational justice is formed through the alignment between employee contributions and organizational treatment. Thus, this study not only reinforces previous findings but also provides additional context, showing that in automotive service units, justice issues are particularly sensitive because they are directly related to physical workload, overtime demands, and supporting work facilities.

The Effect of Quality of Work Life on Job Involvement

The partial analysis also reveals that Quality of Work Life (QWL) has a positive and significant effect on Job Involvement. This indicates that employees who work in environments that support comfort, well-being, and work-life balance tend to demonstrate higher levels of job involvement. Quality of work life is perceived not only through physical working conditions but also through opportunities for self-development, role clarity, and organizational support for employees' needs. In the context of PT Gemilang Berlian Indah, limitations in work facilities such as insufficient access to computers and printers, the use of personal devices without compensation, and high workloads in the Service Department may reduce employees' perceptions of quality of work life. These conditions can lead employees to feel that the work environment does not fully support productivity and comfort, thereby diminishing job involvement. The findings of this study are consistent with Davik et al. (2017), who found that quality of work life has a positive effect on employee job involvement. In addition, Riyono et al. (2022) emphasize that QWL serves as an organizational mechanism to fulfill employees' psychological and social needs. This study extends these findings by demonstrating that in the automotive service sector, improvements in quality of work life through adequate work facilities, more balanced workload arrangements, and clear career development opportunities can serve as concrete strategies to enhance job involvement.

4. CONCLUSION

The results of this study indicate that Organizational Justice and Quality of Work Life have a positive and significant influence on Job Involvement among employees of the Service Department at PT. Gemilang Berlian Indah, Pontianak Branch. The multiple linear regression analysis produced the equation $Y = 1.266 + 0.290X_1 + 0.272X_2$, which means that an increase in Organizational Justice and Quality of Work Life will be followed by an increase in Job Involvement. The correlation coefficient value of 0.675 shows a strong relationship between the independent variables and the dependent variable. Furthermore, the coefficient of determination (R^2) value of 0.456 indicates that Organizational Justice and Quality of Work Life can explain 45.6% of the variation in Job Involvement, while the remaining 54.4% is influenced by other factors outside this study, such as motivation, leadership, and organizational culture. Simultaneously, the results of the F-test confirm that Organizational Justice and Quality of Work Life together have a significant effect on Job Involvement. This means that organizational fairness and quality of work life collectively enhance employees' engagement with their work. Partially, both variables were also found to have a positive and significant effect on Job Involvement, emphasizing that when employees perceive fairness within the organization and experience a supportive and balanced work environment, their level of involvement will increase significantly. Therefore, this study provides empirical evidence that organizational justice and quality of work life are key factors shaping employees' engagement and commitment to their work. Practically, the findings of this research offer important implications for the management of PT. Gemilang Berlian Indah, Pontianak Branch. The company should continuously strengthen the implementation of organizational justice through transparent, objective, and fair policies in task distribution, compensation, and promotion processes. It is also recommended that the company develop a more open and measurable performance appraisal system, enabling employees to clearly understand the evaluation indicators used, which in turn can increase motivation and a sense of ownership toward their work. In addition, the company should create a work environment that supports a high Quality of Work Life, by promoting work-life balance, ensuring safe and comfortable working conditions, and providing opportunities for personal and professional development. The organization must also guarantee equal opportunities for career advancement regardless of personal background or initial position, thereby fostering an equitable, harmonious, and conducive workplace climate. Efforts to enhance Job

Involvement can also be achieved by strengthening two-way communication between management and employees, allowing each individual to feel heard, valued, and recognized as an integral part of achieving the organization's goals. For future research, it is suggested to include other variables such as work motivation, leadership style, or organizational culture to provide a more comprehensive understanding of the factors that influence employee involvement within the workplace.

ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to the management of PT. Gemilang Berlian Indah, Pontianak Branch, for their cooperation and support during the data collection process. Special thanks are also extended to all employees of the Service Department who willingly participated as respondents and provided valuable insights for this research. The authors also wish to acknowledge the guidance and constructive feedback from the academic supervisors and colleagues at Universitas Muhammadiyah Pontianak, whose encouragement and advice greatly contributed to the successful completion of this study.

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