

ANALYSIS OF CAREER DEVELOPMENT, WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT ON WORK ENGAGEMENT AT PT TASPEN (PERSERO) - MEDAN BRANCH

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Received: 04/08/2026 | Revised: 15/08/2026 | Accepted: 02/09/2026 | Published: 23/09/2026

Abstract

This study aims to analyze the effects of Career Development, Work Environment, and Organizational Commitment on Work Engagement. This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 32 respondents selected as the research sample. The research instruments were tested for validity and reliability. Data analysis techniques included descriptive analysis, classical assumption tests, multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination using statistical software. The results show that Career Development does not have a significant partial effect on Work Engagement, as indicated by a t-value of 0.270 and a significance value of $0.789 > 0.05$. Work Environment also does not have a significant partial effect on Work Engagement, with a t-value of 0.907 and a significance value of $0.372 > 0.05$. In contrast, Organizational Commitment has a positive and significant effect on Work Engagement, with a t-value of 2.141 and a significance value of $0.041 < 0.05$. Simultaneously, Career Development, Work Environment, and Organizational Commitment have a significant effect on Work Engagement, as indicated by an F-value of 10.867 and a significance value of $0.000 < 0.05$. The Adjusted R Square value of 0.488 indicates that Career Development, Work Environment, and Organizational Commitment explain 48.8% of the variation in Work Engagement, while the remaining 51.2% is explained by other factors outside the research model. These findings indicate that Organizational Commitment is a significant factor in enhancing employee Work Engagement.

Keywords: Career Development, Work Environment, Organizational Commitment, Work Engagement

INTRODUCTION

In an era of rapid globalization and digital transformation, human resources (HR) are no longer merely operational assets but a key strategic pillar for an organization's sustainability. The success of government agencies and private companies in achieving their visions and missions relies heavily on the quality, competence, and loyalty of their employees. Effective HR management—spanning recruitment, capacity building, and ensuring employee well-being—is crucial for fostering a productive and innovative work environment. When employees' well-being and future are secure, work motivation and overall organizational performance improve significantly. Organizations are required to manage their human resources effectively to ensure high levels of employee engagement. Work engagement reflects a positive psychological state characterized by vigor, dedication, and absorption in one's work. High levels of employee work engagement are believed to enhance productivity, service quality, and organizational loyalty. However, many organizations still face the issue of low employee work engagement, manifested by a lack of enthusiasm, low commitment, and high levels of burnout and turnover (Attamimi et al., 2022).

Human resource development can be viewed from various perspectives, ranging from the enhancement of skills and knowledge to shifts in individual attitudes and mindsets. In the era of globalization and digitalization, the demands regarding the quality of human resources have intensified. It is no longer sufficient for individuals to possess merely basic capabilities; they must also be able to adapt to change, think critically, and demonstrate creativity in problem-solving. This drives various stakeholders—including governments and organizations—to continuously improve human resource quality through education, training, and career development. Human resource development also encompasses the opportunities that companies or institutions provide for employee growth (Siregar & Hasibuan, 2024). This can be achieved through training programs, mentoring, coaching, and opportunities to engage in challenging projects. A supportive work environment also significantly influences human resource

development, as it boosts individual motivation and performance. When employees feel valued and supported, they tend to be more productive and demonstrate strong loyalty to the organization. Human resource development must also balance technical abilities (hard skills) with interpersonal skills (soft skills). Competencies such as communication, teamwork, leadership, and emotional management are becoming increasingly important in the modern workplace. (Wang & Yang, 2024)

In a state of high work engagement, an individual does not merely work to fulfill obligations or earn a salary but also finds meaning, enthusiasm, and satisfaction in performing their daily tasks. Employees with high work engagement typically display a positive attitude and enthusiasm, and they bring significant energy to completing their work (Rai & Radav, 2022). Available data regarding the activities and discipline levels of employees at the PT TASPEN (Persero) Medan Branch from January 2023 to June 2026 reveal fluctuations in work attendance. Incidents of tardiness ranged from 3 to 41 per month, early departures ranged from 0 to 142, instances of unexplained absence ranged from 0 to 5, and annual leave requests ranged from 0 to 30. These conditions indicate that employee work discipline is not yet fully optimal, as punctuality and adherence to working hours continue to fluctuate during certain periods. The summarized attendance data aligns with operational observations indicating that some employees still face challenges in consistently adhering to scheduled working hours, due to factors both internal and external to the organization. The high incidence of late arrivals and early departures is believed to potentially impact the effectiveness and smooth delivery of services to TASPEN participants.

Career development refers to a series of activities undertaken by an organization to assist employees in planning and developing their future careers. In this context, the company plays an active role by providing training, promotions, and opportunities for personal growth, thereby enabling employees to develop optimally (Putri *et al.*, 2024). The human resource management and development system at PT TASPEN (Persero), Medan Branch, rests on two primary pillars: the implementation of an employee training program for the 2023–2026 period and the establishment of a transparent career path structure. Regarding employee training, the company employs a structured and continuous approach to competency development. Regular training is conducted through an academy system categorized by operational job functions; this includes the Operational Academy for officials and staff in the Service and Membership division, the General & HR Academy for General Affairs and HR units, and the Finance Academy for Finance units at the branch office level.

Regarding career paths, the company has established a structured system spanning from recruitment to tiered job promotions. Recruitment is conducted through official channels, including the FHCI BUMN Joint Recruitment program. Successful candidates must navigate a rigorous career progression, beginning with a Trainee status that requires the completion of an On-the-Job Training (OJT) program. In summary, the Medan Branch of PT TASPEN (Persero) employs a human resource development system that is structured, competitive, and merit-based. The combination of specialized training—delivered through academies and thematic programs—and clear career progression pathways (ranging from OJT to SLDP) ensures that every promotion is grounded in demonstrated competence, discipline, and tangible innovation. It is evident that work environment issues at PT TASPEN (Persero) Medan Branch are more apparent in the non-physical aspects—specifically regarding interpersonal relationships, communication, and workplace support. Although physical work environment conditions, such as lighting and air circulation, are generally rated positively by the majority of employees, aspects concerning interpersonal relationships still present issues that require attention.

Based on the pre-survey results, it can be concluded that the primary work environment issues at PT TASPEN (Persero) Medan Branch do not lie in physical aspects but rather in non-physical aspects—specifically regarding interpersonal relationships among employees, respect for opinions, communication between superiors and subordinates, and the clarity of work directives. As this non-physical work environment is not yet fully optimized, it can impact employees' psychological state, making it a crucial factor to examine in relation to employee work engagement. Employees who feel comfortable and valued are more likely to want to remain with the organization and make optimal contributions. In line with this, Bakker and Demerouti (2023)—in their development of the Job Demands–Resources (JD-R) model—explain that a work environment providing adequate job resources (such as social support, work facilities, and supportive leadership) can help employees reduce work-related pressure and boost positive energy at work.

It has been observed that there are still issues regarding employee organizational commitment at PT TASPEN (Persero), Medan Branch. This is evident from the percentage of respondents answering "No" to certain statements, indicating that employee commitment to the organization has not yet been fully optimized. Pre-survey results suggest that, while some employees demonstrate commitment to the organization, certain aspects of organizational commitment remain suboptimal—particularly regarding the sense of belonging, the desire to maintain

the employment relationship, and the employees' sense of responsibility toward the organization. This situation is a matter of concern, as low organizational commitment could potentially impact employee work engagement and their contribution to achieving organizational goals. Based on the pre-survey results, it can be concluded that the organizational commitment of employees at PT TASPEN (Persero), Medan Branch, still faces several challenges—particularly regarding a sense of ownership, emotional attachment, and responsibility toward the organization. This situation warrants attention because suboptimal organizational commitment can influence employees' work attitudes and behaviors, including their level of work engagement.

Based on the background described above, the following issues have been identified:

1. Employee work engagement at PT. Taspen (Persero) Medan Branch is not yet fully optimal. This is evident from the fact that some employees still struggle to maintain focus while completing their tasks.
2. Employee career development at PT. Taspen (Persero) Medan Branch lacks stability. This is indicated by a lack of transparency in the promotion system; the process is not fully open, leaving employees unclear about the assessment criteria and promotion mechanisms employed by the company. Some employees perceive that promotions are not handled equitably or fairly, leading to dissatisfaction.
3. The employee work environment at PT. Taspen (Persero) Medan Branch is not yet fully optimal. This is reflected in ineffective internal communication among employees, an issue that requires further attention.
4. Employee organizational commitment at PT. Taspen (Persero) Medan Branch requires strengthening. This is evident from the fact that some employees do not feel a strong emotional bond with the company, a situation stemming from a lack of engagement and suboptimal internal communication.

LITERATURE REVIEW

Work Engagement

According to Rai (2025)—drawing on the perspectives of behavioral neuroscience and mental health psychology—work engagement is not merely a manifestation of hard work or high physical productivity. Rather, it is defined as a positive, fulfilling, work-related state of mind characterized by high energy levels and a strong emotional attachment to the organization (Schaufeli & Bakker, 2004). Furthermore, Kim and Park (2024) state that work engagement is also influenced by the quality of the supervisor-subordinate relationship, noting that a positive relationship fosters trust, emotional support, and employee engagement in their work. Zhang et al. (2024) add that employees' perceptions of the work environment—such as organizational justice, rewards, and career development opportunities—play a crucial role in shaping levels of work engagement.

Career Development

According to Hutaeruk et al. (2023), career development is a component of Human Resource Development aimed at preparing human resources to handle future tasks and responsibilities within an organization. Thus, career development serves as an effort to enhance employee readiness to meet job demands while simultaneously supporting their professional growth. This aligns with the perspective of Yolinza and Marlius (2023), who define career development as the process of enhancing an individual's work capabilities to achieve their desired career plan. According to Hosen et al. (2024), career development is part of human resource development practices that play a crucial role in creating opportunities for employee growth.

Work Environment

According to Meidymania and Frianto (2024), the work environment encompasses the conditions surrounding employees that can influence their comfort and ability to perform their tasks. Simanjuntak et al. (2023) define the work environment as organizational conditions that support employee comfort in carrying out their work. An improved work environment is associated with higher job satisfaction and employee engagement, whereas an unsupportive work environment can hinder employee comfort and effectiveness. The work environment encompasses the totality of conditions surrounding employees as they perform their duties—including both physical and non-physical aspects—that can directly or indirectly influence employee comfort, morale, behavior, and performance in achieving organizational goals.

Organizational Commitment

Mahardita & Noermijati (2023) define organizational commitment as a psychological state or construct reflecting the nature of the relationship and emotional bond between organizational members and their organization. This psychological state has direct implications for an individual's decision to remain loyal and continue their

membership within the organization. According to Gessesse et al. (2023), organizational commitment entails an individual's belief in the organization's values and goals, accompanied by a willingness to exert their best effort for the organization and a strong desire to maintain their membership. In line with this, Sagala et al. (2024) define organizational commitment as a level or psychological state in which an organizational member identifies with the organization's values.

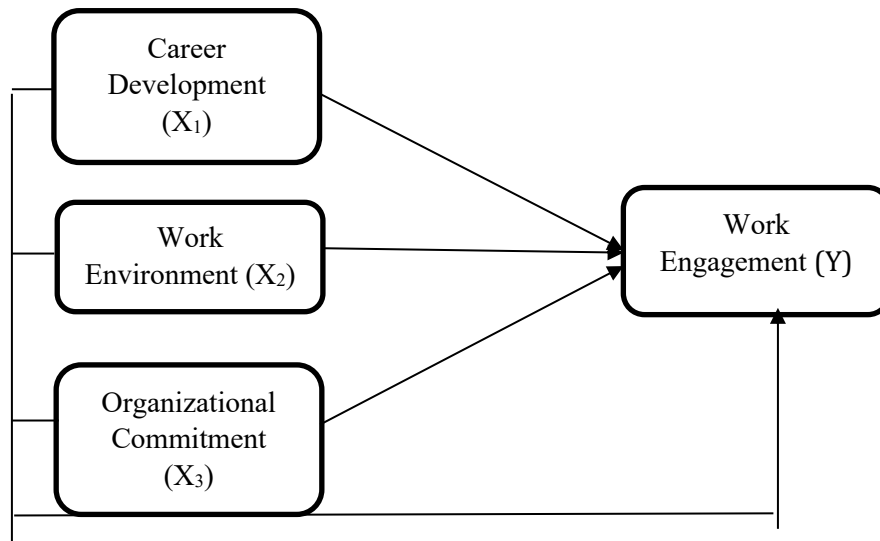


Figure 1. Conceptual Framework
Source: Researcher (2026)

The research hypotheses are:

1. H1: Career development has a partial effect on work engagement at PT. Taspen (Persero), Medan Branch.
2. H2: The work environment has a partial effect on work engagement at PT. Taspen (Persero), Medan Branch.
3. H3: Organizational commitment has a partial effect on work engagement at PT. Taspen (Persero), Medan Branch.
4. H4: Career development, the work environment, and organizational commitment have a simultaneous effect on work engagement at PT. Taspen (Persero), Medan Branch.

METHOD

The research approach used an associative approach, with a quantitative method. This research was conducted at PT Taspen (Persero) Medan Branch is located at Jl. H. Adam Malik No. 64, Silalas, Medan Barat District, Medan City, North Sumatra 20235. This location was selected based on the alignment between the research subject and the variables under study; therefore, this research is significant for analyzing the impact of career development, the work environment, and organizational commitment on work engagement at PT Taspen (Persero). The study was conducted from Februari 2026 to August 2026. The analysis tool used SPSS version 25 software. The population for this study consists of employees at the Medan Branches of PT. Taspen (Persero) who were actively working at the time the research was conducted; a total of 32 employees participated as respondents.

This population selection aligns with the study's scope, which focuses on employees within the same work environment—comprising division heads, Functional Business Control personnel, staff members, drivers, and security guards. The sampling technique employed in this study is "saturated sampling" (census sampling), a method in which the entire population serves as the research sample. Consequently, the sample comprises all 32 employees of PT. Taspen (Persero) Medan Branch. Saturated sampling was chosen because the population size is relatively small, allowing every member of the population to act as a respondent; this approach ensures the data obtained is more representative and better aligned with the research objectives.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

Table 2. Validity Test Results Career Development, Work Environment, Organizational Commitment, Work Engagement

Statement Items	r-count	r-table	Description
CD1	.735	0.349	Valid
CD2	.593	0.349	Valid
CD3	.704	0.349	Valid
CD4	.850	0.349	Valid
CD5	.876	0.349	Valid
CD6	.816	0.349	Valid
CD7	.693	0.349	Valid
CD8	.656	0.349	Valid
CD9	.852	0.349	Valid
CD10	.748	0.349	Valid
CD11	.764	0.349	Valid
CD12	.745	0.349	Valid
WE1	.762	0.349	Valid
WE2	.832	0.349	Valid
WE3	.759	0.349	Valid
WE4	.662	0.349	Valid
WE5	.715	0.349	Valid
WE6	.764	0.349	Valid
WE7	.841	0.349	Valid
WE8	.828	0.349	Valid
WE9	.828	0.349	Valid
WE10	.701	0.349	Valid
WE11	.764	0.349	Valid
WE12	.759	0.349	Valid
OC1	.829	0.349	Valid
OC2	.644	0.349	Valid
OC3	.734	0.349	Valid
OC4	.815	0.349	Valid
OC5	.753	0.349	Valid
OC6	.712	0.349	Valid
OC7	.673	0.349	Valid
OC8	.787	0.349	Valid
OC9	.818	0.349	Valid
OC10	.829	0.349	Valid
OC11	.644	0.349	Valid
OC12	.734	0.349	Valid
WEG1	.802	0.349	Valid
WEG2	.809	0.349	Valid
WEG3	.757	0.349	Valid
WEG4	.729	0.349	Valid
WEG5	.834	0.349	Valid
WEG6	.787	0.349	Valid

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Statement Items	r-count	r-table	Description
WEG7	.753	0.349	Valid
WEG8	.800	0.349	Valid
WEG9	.721	0.349	Valid

Sources: SPSS versi 25 (2026)

Based on Table 1, the results of the validity test above show that all statement items are $> r$ table 0.349, so they are hereby declared valid/legitimate.

Table 2. Reliability Test Results Career Development, Work Environment, Organizational Commitment, Work Engagement

Variabel	Cronbach Alpha	Provision	Description
Career Development	0.947	0,70	Reliable
Work Environment	0.951	0,70	Reliable
Organizational Commitment	0.931	0,70	Reliable
Work Engagement	0.941	0,70	Reliable

Sources: SPSS versi 25 (2026)

It is known that the Cronbach's alpha value for all research variables of career development, work environment, organizational commitment and work engagement is > 0.70 , so it can be said that the results of the reliability test for all variables are reliable.

Table 3. Results of the One Sample Kolmogorov Normality Test

Description	Value
N	32
Mean	.0000000
Std. Deviation	3.54439795
Absolute	.132
Positive	.132
Negative	-.077
Test Statistic	.132
Asymp. Sig. (2-tailed)	.167 ^c

Sources: SPSS versi 25 (2026)

It is known that the asymp. sig. (2-tailed) value is $0.167 > 0.05$ significance value so it can be concluded that the data tested is normally distributed.

Table 4. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Career Development	.273	3.661
Work Environment	.262	3.818
Organizational Commitment	.325	3.080

a. Dependent Variable: Work Engagement

Sources: SPSS versi 25 (2026)

It is known that the results of the multicollinearity test for the career development, work environment, organizational commitment variables have a tolerance value of > 0.10 and $VIF < 10$, so this study is declared free from multicollinearity problems.

Table 5. Gletsjer Test Results

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	8.709	2.694		3.233	.003	8.709	2.694
Career Development	-.042	.099	-.128	-.425	.674	-.042	.099
Work Environment	-.238	.098	-.744	-2.415	.022	-.238	.098
Organizational Commitment	.206	.123	.465	1.681	.104	.206	.123

Sources: SPSS versi 25 (2026)

Based on Table 5, the Glejser test results show significance values of 0.674 for the Career Development variable, 0.022 for the Work Environment variable, and 0.104 for the Organizational Commitment variable. The decision-making criterion for the Glejser test is that if the significance value is greater than 0.05, heteroscedasticity is not present; conversely, if the significance value is less than 0.05, heteroscedasticity is present.

Table 6. Multiple Linear Tegeression Test Results

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	10.428	4.930
Career Development	.049	.181
Work Environment	.163	.180
Organizational Commitment	.480	.224

Sources: SPSS versi 25 (2026)

1. Constant $\alpha = 10.428$
The constant value of 10.428 indicates that if the variables Career Development, Work Environment, and Organizational Commitment are assumed to be zero or constant, the value of Work Engagement is 10.428 units. This constant represents the baseline value of Work Engagement when the three independent variables remain unchanged.
2. $\beta_1 = 0.049$
The regression coefficient for the Career Development variable is 0.049 and is positive. This indicates that for every one-unit increase in Career Development—assuming the variables Work Environment and Organizational Commitment remain constant—the value of Work Engagement will increase by 0.049 units.
3. $\beta_2 = 0.163$
The regression coefficient for the Work Environment variable is 0.163 and is positive. This indicates that for every one-unit increase in Work Environment—assuming the variables Career Development and Organizational Commitment remain constant—the value of Work Engagement will increase by 0.163 units.
4. $\beta_3 = 0.480$
The regression coefficient for the Organizational Commitment variable is 0.480 and is positive. This indicates that for every one-unit increase in Organizational Commitment—assuming the variables Career Development and Work Environment remain constant—the value of Work Engagement will increase by 0.480 units.

Table 7. Partial Test Results (t-Test)

Variable	t	Sig.
(Constant)	2.115	.043
Career Development	.270	.789
Work Environment	.907	.372
Organizational Commitment	2.141	.041

Sources: SPSS versi 25 (2026)

Based on the table above, the results of the partial test (t-test) can be explained as follows:

1. The Effect of Career Development on Work Engagement
The calculated t-value for the Career Development variable is 0.270, which is less than the t-table value of 2.048, with a significance value of 0.789 (greater than 0.05). Consequently, H0 is accepted and Ha is rejected. This indicates that Career Development does not have a significant partial effect on Work Engagement. Although the regression coefficient for Career Development showed a positive direction of 0.049, the effect was not statistically strong enough to explain changes in Work Engagement. Thus, an improvement in Career Development is not necessarily accompanied by a significant increase in Work Engagement among the respondents in this study.
2. The Effect of Work Environment on Work Engagement
The calculated t-value for the Work Environment variable is 0.907, which is less than the t-table value of 2.048, with a significance value of 0.372 (greater than 0.05). Consequently, H0 is accepted and Ha is rejected. This indicates that Work Environment does not have a significant partial effect on Work Engagement. Although the regression coefficient for Work Environment was positive at 0.163, the effect was not proven to be statistically significant. This means that changes in the Work Environment within this study were unable to bring about a significant change in employees' Work Engagement levels when other variables were controlled.
3. The Effect of Organizational Commitment on Work Engagement
The calculated t-value for the Organizational Commitment variable is 2.141, which is greater than the t-table value of 2.048, with a significance value of 0.041 (less than 0.05). Consequently, H0 is rejected and Ha is accepted. This indicates that Organizational Commitment has a positive and significant partial effect on Work Engagement. The positive regression coefficient of 0.480 for Organizational Commitment indicates that the higher the employees' organizational commitment, the more Work Engagement tends to increase. Thus, Organizational Commitment is a variable proven to exert a significant influence on Work Engagement within this research model.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	453.430	3	151.143	10.867	.000 ^b
Residual	389.445	28	13.909		
Total	842.875	31			

Sources: SPSS versi 25 (2026)

Based on the above, the simultaneous test (F-test) results yielded a calculated F-value of 10.867, while the F-table value was 2.947 (at a significance level of 0.05, with df1 = 3 and df2 = 28). Consequently, since the calculated F-value (10.867) exceeds the F-table value (2.947) and the significance value (0.000) is less than 0.05, it can be concluded that Career Development, Work Environment, and Organizational Commitment simultaneously exert a significant influence on Work Engagement. These results indicate that the variables Career Development (X1), Work Environment (X2), and Organizational Commitment (X3) collectively make a significant contribution to explaining variations in Work Engagement (Y). Thus, the regression model employed in this study is deemed valid, as it successfully explains the simultaneous relationship between the independent variables and the dependent variable.

Table 9. Results of the Coefficient of Determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.538	.488	3.72945

Sources: SPSS versi 25 (2026)

Based on the results of adjusted R Square value is 0.488 or 48.8%. This shows that the Work Engagement (Y) variable can be explained by the Career Development (X1), Work Environment (X2), and Organizational Commitment (X3) variables amounting to 48.8%, while the remaining 51.2% is explained by other variables outside the research model which were not examined in this research.

Discussion

The Analysis of Career Development on Work Engagement

Based on the partial hypothesis testing results, the Career Development variable yielded a calculated t-value of 0.270—lower than the t-table value of 2.048—with a significance value of 0.789 (> 0.05). Furthermore, the regression coefficient for Career Development was 0.049, indicating a positive relationship. Thus, while Career Development exerts a positive influence, it does not significantly affect Work Engagement. Consequently, the hypothesis stating that Career Development has a significant effect on Work Engagement is rejected. These results indicate that enhancing Career Development has not yet succeeded in significantly boosting Work Engagement among the employees participating in the study. Although career development opportunities may offer prospects for improved skills, positions, or job levels, such factors have not yet become the primary determinants of the level of employee engagement with their work. This may be because employees place greater weight on other factors directly experienced during their daily work activities. The positive coefficient of 0.049 indicates that as career development improves, work engagement tends to increase. However, this increase is relatively small and not statistically significant. Consequently, while companies should continue to prioritize career development programs, boosting work engagement cannot rely solely on this aspect; companies also need to consider other factors that can strengthen employees' engagement with their work and the organization.

The Analysis of Work Environment on Work Engagement

Based on the partial test results, the Work Environment variable yielded a calculated t-value of 0.907—lower than the t-table value of 2.048—with a significance value of 0.372 (> 0.05). The regression coefficient of 0.163 for the Work Environment indicates a positive relationship. Thus, while the Work Environment exerts a positive influence, it does not have a statistically significant effect on Work Engagement. Consequently, the hypothesis stating that the Work Environment significantly affects Work Engagement is rejected. These findings suggest that improved work environment conditions tend to boost Work Engagement, yet the influence is not statistically strong. A comfortable work environment, positive working relationships, and supportive facilities can indeed assist employees in performing their duties; however, for the respondents in this study, these conditions were not the primary factors directly determining the level of employee engagement. The regression coefficient of 0.163 indicates that a one-unit improvement in the Work Environment tends to increase Work Engagement by 0.163 units, assuming other variables remain constant. However, since the significance value exceeds 0.05, this influence cannot be deemed statistically significant. Therefore, while improving the work environment remains crucial for fostering conducive working conditions, such efforts must be supported by other factors to more effectively enhance Work Engagement.

The Analysis of Organizational Commitment on Work Engagement

Based on the partial hypothesis testing results, the Organizational Commitment variable yielded a calculated t-value of 2.141—exceeding the t-table value of 2.048—with a significance level of 0.041 (less than 0.05). Furthermore, the regression coefficient for Organizational Commitment was 0.480, indicating a positive relationship. Thus, Organizational Commitment has a positive and significant effect on Work Engagement; consequently, the hypothesis stating that Organizational Commitment influences Work Engagement is accepted. These results indicate that the higher an employee's organizational commitment, the higher their level of Work Engagement. Employees who possess an emotional attachment, a sense of belonging, pride in the organization, and a desire to remain part of the company tend to devote greater attention and engagement to their work. Commitment to the organization motivates employees to perform their duties with greater dedication, as they share a strong bond with their employer. The coefficient value of 0.480 also demonstrates that Organizational Commitment contributes positively to enhancing Work Engagement. A one-unit increase in Organizational Commitment results in a 0.480-unit increase in Work Engagement, assuming other variables remain constant. Organizational Commitment also exhibits a higher regression coefficient compared to Career Development and Work Environment. These findings highlight the importance of companies fostering a sense of belonging, emotional attachment, loyalty, and a desire among employees to remain part of the organization.

The Analysis of Career Development, Work Environment and Organizational Commitment on Work Engagement

Based on the simultaneous test (F-test) results, the calculated F-value was 10.867—exceeding the F-table value of 2.947—with a significance level of 0.000 ($p < 0.05$). Thus, it can be concluded that Career Development, Work Environment, and Organizational Commitment simultaneously exert a significant influence on Work Engagement. This implies that when these three variables are considered collectively, they make a significant contribution to changes in employees' Work Engagement levels. These results indicate that Work Engagement cannot be viewed solely through the lens of a single, isolated factor; rather, it is shaped by a combination of organizational factors. Career Development offers employees opportunities for growth, the Work Environment supports the execution of daily tasks, and Organizational Commitment reflects the employees' attachment to the organization. When managed in tandem, these three aspects can foster a higher level of work engagement. The coefficient of determination test yielded an Adjusted R-Square value of 0.488. This means that Career Development, Work Environment, and Organizational Commitment collectively explain 48.8% of the variation in Work Engagement, while the remaining 51.2% is attributable to factors outside the research model. This demonstrates that the three variables play a substantial role in explaining Work Engagement, although other factors also influence employees' levels of work engagement.

CONCLUSION

Research on the influence of price perception, word of mouth, and customer experience on consumer satisfaction can yield the following conclusions:

1. Career Development does not have a significant partial effect on Work Engagement among employees of PT TASPEN (Persero), Medan Branch. This is indicated by a calculated t-value of 0.270 (< 2.048) and a significance value of 0.789 (> 0.05).
2. Work Environment does not have a significant partial effect on Work Engagement among employees of PT TASPEN (Persero), Medan Branch. This is evidenced by a calculated t-value of 0.907 (< 2.048) and a significance value of 0.372 (> 0.05).
3. Organizational Commitment has a positive and significant partial effect on Work Engagement among employees of PT TASPEN (Persero), Medan Branch. This is indicated by a calculated t-value of 2.141 (> 2.048) and a significance value of 0.041 (< 0.05).
4. Career Development, Work Environment, and Organizational Commitment have a significant simultaneous effect on Work Engagement among employees of PT TASPEN (Persero), Medan Branch. This is indicated by a calculated F-value of 10.867 ($> F\text{-table } 2.947$) and a significance value of 0.000 (< 0.05).

Based on the discussion and conclusions of this study, the following recommendations are provided:

1. PT TASPEN (Persero) Medan Branch aims to provide employees with broader and more equitable opportunities for competency development. The company can enhance the implementation of training, education, mentoring, workshops, and skill development programs tailored to each employee's specific job functions.
2. PT TASPEN (Persero) Medan Branch aims to enhance the quality of working relationships among employees through improved communication, coordination, and cooperation.
3. PT TASPEN (Persero) Medan Branch aims to enhance the various benefits available to employees during their tenure with the company.
4. PT TASPEN (Persero) Medan Branch aims to continuously enhance employee engagement by assigning clear responsibilities, recognizing contributions, involving employees in work-related decision-making, and providing opportunities for them to contribute their full potential to the company.

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