



## From Job Resources to Organizational Citizenship Behavior: The Mediating Role of Work Engagement

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### Abstract

**Purpose** – This study has main aims to evaluate direct effect of job satisfaction (JS), performance feedback (PF), development opportunities (DO), autonomy (AU), and task variety (TV) on organizational citizenship behavior (OCB), as well as examining the mediating role of work engagement (WE).

**Methodology** – The study adopted a quantitative methodology, all of 329 answers had been collected from questionnaires which were distributed to employees of the Secretariat General of Ministry of Finance of Indonesia who were selected using purposive sampling method. The data analysis was carried out using Structural Equation Modeling (SEM) with SmartPLS program.

**Findings** – The authors found that JS, PF, DO, AU, and TV were significant predictors of OCB. Additionally, JS, PF, and AU had a positive influences on WE, while DO and TV did not. The study also confirmed a direct positive effect of WE on OCB.

**Originality** – Some studies which related to the topic in the public sector were very limited and mostly conducted in the private sector. The results of this study provided empirical evidence as well as managerial implications for organizations in order to pay attention to each variable of this study with the aim of maximizing OCB which have an impact on organizational performance.

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## 1. Introduction

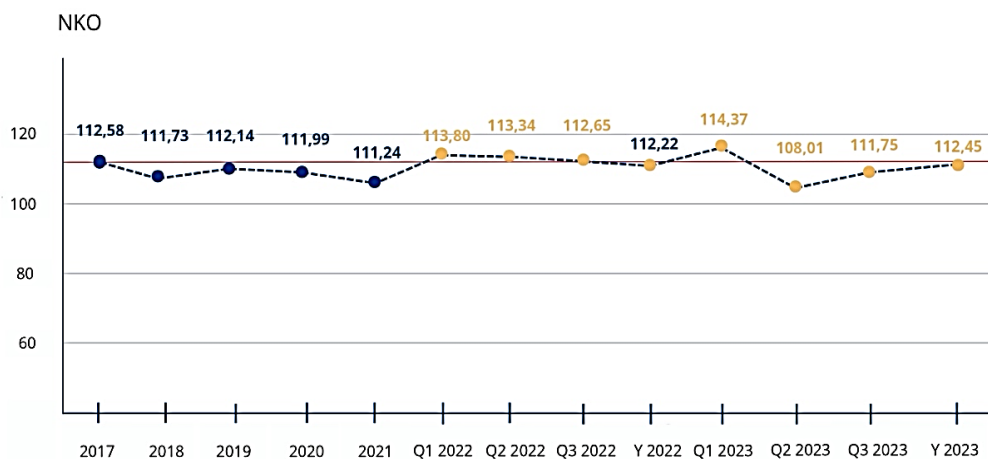
Public sector organizations are essential to execute strong and effective strategic functions and to provide public services to community. According to Government at a Glance 2023, which published by the Organization for Economic Co-operation and Development (OECD), governments must strengthen the core competencies and governance tools which is necessary to ensure strategic coherence. The OECD also highlights the importance of public sector organizations which are responsive to societal needs and good public service management.

The World Bank releases the Government Effectiveness Index (GEI), which its main aims to assess the performance and effectiveness of governments worldwide, including the level of freedom from political interference affecting bureaucratic independence, government credibility, quality of public services, and the quality of policy formulation. Compared to 2022, Indonesia's GEI score in 2023 had improved. Indonesia's score in 2023 increased to 66.04 compared to the

previous year's score of 64.76. This achievement places Indonesia at 73rd out of 214 countries. This figure indicated that the bureaucratic reformed policies which were implemented in Indonesia.

The General Secretariat of Ministry of Finance (Setjen Kemenkeu) is a specific organization of public sector which supported good governance by carrying out strong and effective strategic functions. Setjen Kemenkeu plays a important role in improving the GEI with support and its role in human resources. Employees are expected not only to perform well in their duties and responsibilities but also to provide extra-role support in the workplace. Robbins & Judge (2023) stated that the success of an organization required employees who exceed their formal responsibilities and produced performance or results which surpassed expectations.

In measuring organizational performance unit, Setjen Kemenkeu used Key Performance Indicators (KPIs), resulting in Organizational Work Values (NKO). According to the Setjen Kemenkeu Performance Report of 2023, the NKO for the Secretariat General in 2023 was 112.45, a 0.23-point increased from 112.22 in 2022. This achievement showed that the commitments of Setjen Kemenkeu to one-year targets which set at the beginning of the year, meeting the expected performance. Despite the improvement in performance metrics, challenges remained. Based on the trend analysis, Setjen Kemenkeu's NKO had shown a downward trend over the last seven years (2017-2023), indicating that performance results should be maintained or improved over time through analyzing some related influencing factors. Employee performance represented organizational performance which could be driven by psychological attachment through strengthened motivation and emotional connection, leading to a stronger organizational bond (Saleem et al., 2019). Research was needed to understand the psychological mechanisms underlying these results and indications. This analysis has main aims to explain employees' experiences and perceptions which related to organizational practices.



**Figure 1.** Organizational Work Values (NKO) Setjen Kemenkeu 2017-2023

For organizational success, Robbins & Judge (2023) mentioned that employees who produced results beyond expectations, they showed organizational citizenship behavior (OCB). OCB involved behaviors outside the job description to help the organization or other employees, such as voluntarily assisting colleagues or providing assistance proactively, sacrificing personal interests for benefit of group, and promoting the organization externally (Zhang & Farndale, 2022). Urbini et al. (2020) also noted that this behavior supported to form social and psychological context of an organization, referred to contextual performance. De Geus et al. (2020) stated that OCB was studied alongside task-oriented (collaborative alongside task-oriented) or other output-

oriented performance in the public sector. As tasks increasingly performed in teams, flexibility was crucial. Organizations needed employees to be ready to perform even such tasks were not included in their job descriptions (Robbins & Judge, 2023). Organizations with strong OCB behavior among employees were more successful and performed better than others (Robbins & Judge, 2023), suggesting positive aspects for public sector organizations like Setjen Kemenkeu.

Setjen Kemenkeu, as a transformation driver at the Ministry of Finance, must maintain and enhance sustainable performance. Therefore, the organization must be considered as healthy. Setjen Kemenkeu regularly conducts the Ministry of Finance Organizational Fitness Index (MOFIN) assessment every two years. In 2019, MOFIN survey brought some results for Setjen and it showed a score of 84, while the results of survey in 2021 showed a score of 86, above the Ministry's scores of 83 and 85 for same years. However, the MOFIN score for Setjen in 2023 was lower than the 2023 Ministry's score. These scores indicated that the need for further understanding of factors influencing performance based on employee behavior, particularly OCB.

Scholars argued in their previous research that job resources positively had impact on OCB through motivational processes encouraging reciprocal behavior (Zhang & Farndale, 2022). Job resources were elements which helped to achieve work goals, promote personal growth, and reduce job demands (Demerouti et al., 2001). Recognition, adequate remuneration, and opportunities for skill development motivate employees in public service roles (Profiroiu et al., 2021).

Trépanier et al. (2014) also stated that positive job aspects, including job resources, supported employees in completing their work. Job resources were all factors in an organization that helped employees achieving their goals (Hassett, 2022). Performance feedback, opportunities developments, autonomy, and task variety are job resources which support task execution, even beyond formal duties. Such resources also support Setjen Kemenkeu's transformation programs and plans. Sulea et al. (2012) mention that employees engage more easily in OCB if they are comfortable with their jobs, feeling confident in their ability to perform extra roles.

Tsai & Wu (2010) noted that job satisfaction was the most significant predictor of OCB. Mohamed (2016) studied non-academic employees system at Malaysian University to examine the relationship between job satisfaction and OCB (Dubey et al., 2020). The study found that intrinsic and extrinsic job satisfaction positively impacted OCB. Other studies also identified job satisfaction as an antecedent of work engagement and OCB (Hurst et al., 2017; Burns, 2016; Mache et al., 2014). Urbini et al. (2020) stated that employees who were satisfied with their jobs felt more engaged, energetic, and enthusiastic. It related to studies on work engagement, which significantly promoted OCB among employees in various organizations (Dalal et al., 2012; Bakker et al., 2004; Christian et al., 2011). Engaged employees were more active and showed positive workplace behaviors (Bakker & Demerouti, 2008), leading them to practice OCB. According to JD-R theory, job resources and job satisfaction might support high work engagement.

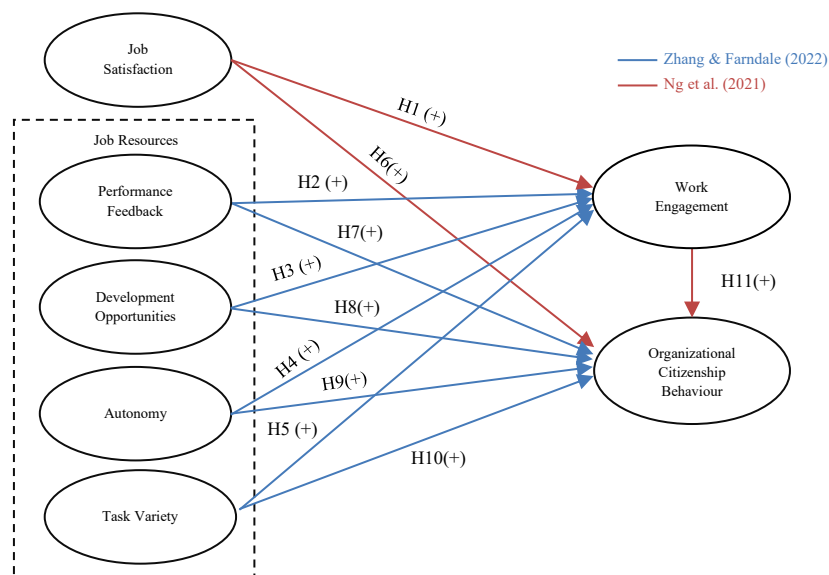
Zhang & Farndale (2022) focused on four job resources which enhanced employee engagement: performance feedback, autonomy, development opportunities, and task variety. Consistent with previous studies, job resources, such as social support from supervisors and colleagues, performance feedback, autonomy, and development opportunities positively related to work engagement (Bakker & Demerouti, 2008). Chiu & Chen (2005) also noted a positive, significant relationship between task variety and OCB. Previous findings suggested that engaged employees performed better and displayed OCB (Buil et al., 2019). Alfes et al. (2013) showed that work engagement fosters OCB, aligning with Rich et al. (2010) and Babcock-Roberson & Strickland (2010). Ocampo et al. (2018) found that organizations with OCB-practicing employees

significantly influenced organizational effectiveness and performance. A meta-analytic study identified job resources as the most important predictors of work engagement (Halbesleben, 2010).

Yalabik et al. (2013) explained that job satisfaction was a key attitude explaining work engagement, supported empirically in cross-lagged analysis. Aodton et al. (2021) found a positive impact of job satisfaction on employee work engagement. Employees satisfied with their supervisors reciprocated economically and effectively (Ng et al., 2021).

One pathway to address this issue was to understand and enhance Organizational Citizenship Behavior (OCB), voluntary employee behavior that supported the organization beyond formal duties. Research suggested that Job Resources (such as performance feedback, autonomy, development opportunities, and task variety) and Job Satisfaction foster Work Engagement, which in turn promoted OCB. Improving these psychological and motivational aspects of work could help drive better performance.

This research aims to test and confirm previous findings by modifying research conducted by Ng et al. (2021) and Zhang & Farndale (2022), integrated into the study "From Job Resources to Organizational Citizenship Behavior: The Mediating Role of Work Engagement." Most studies have been conducted in the private sector, with limited focus on public organizations, especially in the Indonesian context. This research is expected to provide new insights and information, particularly at the Secretariat General of the Ministry of Finance. It can help analyze problems more deeply and serve as a guide in solving organizational issues related to the variables studied, namely job resources (performance feedback, development opportunities, autonomy, and task variety), job satisfaction, work engagement, and organizational citizenship behavior. The results of this study can also be used as a basis for making strategic organizational decisions.



**Figure 2.** Overall Research Model

This research is based on previous research conducted by Ng et al. (2021) and Zhang & Farndale (2022). The research model was modified to get better reflect, the real conditions in the public sector, work environment and to address the need for a deeper understanding of work behavior of employee. The independent variables in this study are job satisfaction, performance feedback, development opportunities, autonomy, and task variety. The dependent variable in this study is organizational citizenship behavior (OCB). Meanwhile, work engagement in this study had role as a mediator variable.

### 1.1. The Theory of Conservation of Resources (COR) and Job Demands-Resources (JD-R) Model

The Conservation of Resources (COR) theory stated that individuals strive to acquire, maintain, develop, and protect the things they value (Hobfoll et al., 2018). The core of COR theory is to prevent the stressful cycle of resource loss and to enhance the motivation for resource gain. Employees need to invest these resources to prevent future resource loss. COR theory emphasizes the importance of resource acquisition, where acquiring resources and the associated positive emotions which can increase value in facing losses (Farkash et al., 2022).

The JD-R Model can be seen as a structural application of principles in COR theory, particularly in the context of organizational settings and job design. Those two complements have role in understanding stress, motivation, and well-being in the workplace. The job demands-resources model specifically integrates two basic psychological processes: the stress process and the motivation process, as mentioned by Schaufeli (2017). Stress is triggered by excessive job demands and a lack of resources which can lead to negative outcomes such as sickness absence, impaired work ability, poor performance, and low organizational commitment. On the other hand, motivation is triggered by optimal job resources, resulting in positive outcomes such as the intention to stay at work, organizational commitment, extra-role behavior (OCB), employee safety, and high job performance. Based on Schaufeli's Research (2017), job resources have inherent motivational qualities; they energize employees and make them feel engaged, which in turn leads to better outcomes.

### 1.2. Job Satisfaction and Work Engagement

Previous studies also have shown that engaged employees tend to be more resilient and able to deal with problems effectively, and they are characterized by high levels of energy and a strong ability to invest effort to fulfill their jobs. Engaged employees also show enthusiasm and pride in their work. In addition, engaged employees tend to be fully absorbed and highly concentrated on their tasks (Schaufeli et al., 2002). When employees feel satisfied, they will be more motivated and committed to their work, and this increases available resources to them which in turn will increase their involvement and identification (Guglielmi et al., 2016). Simpson (2009) through his research stated that job satisfaction had a positive and significant influence on work engagement. Vorina et al. (2017) in their research also stated that the results of study using simple linear regression analysis techniques which conducted on 594 public sector employees in Slovenia showing that job satisfaction showed a significant and positive influence on work engagement.

**H<sub>1</sub>:** Job satisfaction had a positive effect on work engagement

Organ (1997) through his theory stated that OCB derived from job satisfaction that affects the willingness of employees to help friends and work and the tendency of employees to work together. The form of cooperation varies and it is common to maintain an organized structure that regulates work. The concept of OCB was originally developed based on interest in the behavioral consequences of job satisfaction, which was considered has important implications for organizational effectiveness (Motowidlo, 2000). Hurst et al. (2017) found that job satisfaction actually related and it was significant to organizational citizenship behavior both individually and at the organizational level. In addition, Tsai & Wu's (2010) opinion confirmed that this opinion which was about Job satisfaction, it was the most significant predictor of organizational citizenship behavior .

Employees within the organization were considered to demonstrate organizational citizenship behavior if they help other employees who are less skilled, treat others well, recommend ideas for organizational improvement and refrain from complaining about organizational burdens and minor inconveniences which occur. It is emphasized in social exchange theory, if employees were satisfied with their superiors, then they would return the favor in the most economical and effective way to their superiors (Ng et al., 2021).

**H<sub>6</sub>:** Job satisfaction had a positive effect on organizational citizenship behavior

### **1.3. Job Resources: Performance Feedback, Development Opportunities, Autonomy, Task Variety and Work Engagement**

Demerouti et al. (2001) defined job resources as physical, psychological, social or organizational aspects of a job can help to achieve work goals, and/or reduce job demands, and/or stimulate personal growth and learning. The JD-R theory stated that job resources were included in job characteristics, where increasing job resources was related to work engagement through motivational processes (Zhang & Farndale, 2022).

Conservation of Resources Theory (COR) explained that human resource development practices such as career development opportunities, employee training opportunities, and developmental performance appraisals can function as healthy job resources to improve individual psychological well-being at work. Specifically, this theory finds a significant positive relationship between employee development opportunities and work engagement.

Development opportunities can meet the basic needs of individuals to learn and develop, increase positive employee work attitudes, and encourage employees to be involved in the workplace. According to Bakker et al. (2012), the existence of development opportunities could create a sense of importance, for example employees felt appreciated by their organization and became optimistic about their careers. It was also based on the results of research which had been done.

The JD-R theory explains the view of how job resources and job demands may relate to employees' attitudes towards their work, more specifically related to work engagement. There are several previous studies which provide evidence that the positive influences of job resources have an effect on work engagement. Schaufeli & Bakker (2004) also stated that there was a direct positive relationship between job resources, such as performance feedback on work engagement. This study was conducted on different samples of employees in Netherlands. In addition, a study conducted by Lee & Eissenstat (2018) also found that there was a positive and significant relationship between performance feedback and work engagement. In another study, Christian et al. (2011) found a positive relationship between job resources such as task variety and work engagement (Salamon et al., 2022). Previous research consistently mentioned that job resources, such as social support from superiors and colleagues, development opportunities, performance feedback, and autonomy had a positive relationship to work engagement (Bakker & Demerouti, 2008). In addition, Christian et al. (2011) & Crawford et al. (2010) also mentioned that autonomy was positively related to work engagement. Bakker & Demerouti (2014) in his research also stated that job resources had a positive influence on employee work engagement in the workplace. Moreover, Christian et al. (2011) found a positive relationship between task variety and work engagement. Based on research by Zhang & Farndale (2022), it was also found that development opportunities & task variety gave a positive relationship with work engagement. In general, meta-analytic studies had found that job resources were generally referred to as the most important predictor of work engagement (Halbesleben, 2010).

**H<sub>2</sub>:** Performance feedback had a positive effect on work engagement

**H<sub>3</sub>:** Development opportunities had a positive effect on work engagement

**H<sub>4</sub>:** Autonomy had a positive effect on work engagement

**H<sub>5</sub>:** Task variety had a positive effect on work engagement

In addition, in order to have an influence on work engagement, previous research also mentioned that the influence of job resources on organizational citizenship behavior. Job resources had a positive impact on organizational citizenship behavior of employee through a motivational process which encouraged employees to engage in reciprocal behavior (Zhang & Farndale, 2022). Vigoda-Gadot & Angert (2007) stated that job resources such as performance feedback allow employees to have clear and more challenging goals, thus directing employees to make more efforts in positive social behavior in the workplace (Zhang & Farndale, 2022). Based on the results of Zhang & Farndale's (2022) research, it was found that there is a positive relationship between performance feedback and organizational citizenship behavior.

Other job resources such as the benefit of opportunities development, it was more than just improving individual skills, including greater opportunities for promotion and rewards that contributed to improve performance (Pierce & Maurer, 2009) which was associated with organizational citizenship behavior (Zhang & Farndale, 2022). In a very broad sense, employee development had a positive relationship with OCB, but the development experience was different (Maurer et al., 2002). This finding is also in line with research conducted by Hopkins (2002) who found a positive relationship with OCB and development, and it included "special projects" and "challenging assignments" so that employees who were given extra development opportunities were also more likely to demonstrate OCB.

In terms of autonomy, Morgeson et al. (2005) stated that individuals who were given more freedom in their work, they would be more likely to engage in organizational citizenship behavior. Troyer et al. (2000) stated that the increase of autonomy gave employees greater freedom in how they did their jobs and allowed employees to have broader role definitions (Morgeson et al., 2005). Employees with such increased freedom would further increase their involvement in OCB (Yang et al., 2017). In a different study, Pattnaik & Sahoo (2021) also found that there was a significant relationship between autonomy and OCB.

In terms of task variety, when performing different tasks, employees with high task variety were able to apply a series of knowledge, skills, and abilities (Christian et al., 2011)). In a study related to task variety on employees of an electronics company in Taipei, the results of the study showed task variety had a significant positive relationship with organizational citizenship behavior (Chiu & Chen, 2005). In line with the results of other studies, Drago & Garvey (1998) verified that job variety was positively related to help efforts (organizational citizenship behavior). Marić et al. (2019) found that task variety was positively related to organizational citizenship behavior. In addition, in finding a positive relationship between performance feedback and organizational citizenship behavior, Zhang & Farndale (2022) also found a positive relationship between task variety and organizational citizenship behavior.

**H<sub>7</sub>:** Performance feedback had a positive effect on organizational citizenship behavior

**H<sub>8</sub>:** Development opportunities had a positive effect on organizational citizenship behavior

**H<sub>9</sub>:** Autonomy had a positive effect on organizational citizenship behavior

**H<sub>10</sub>:** Task variety had a positive effect on organizational citizenship behavior

#### **1.4. Work Engagement and Organizational Citizenship Behavior**

Work engagement is about the extent to which employees show enthusiasm, passion, and dedication to their work by finding meaning in their job roles and becoming immersed or engaged

in their work (Schaufeli et al., 2002). Work engagement referred to the relationship between employees and their jobs (Bakker & Leiter (2010)). Wellins & Concelman (2004) stated that work engagement was driving force that motivated employees to improve their performance to higher levels. Babcock-Roberson & Strickland (2010) also stated work engagement and the effects of positive components of organizational citizenship behavior had a positive and significant relationship. Organizational citizenship behavior (OCB) is characterized by the behavior of discretionary employee which goes beyond formal job duties, providing support to get benefit from colleagues and the organization without any guaranteed reward for those involved in such voluntary behavior (Somech & Drach-Zahavy, 2000). More broadly, OCB is not limited to actions that exceed formal job responsibilities; according to Spector (2008), it also brought benefits for the organization. Successful organizations required employees who did more than just their official duties; furthermore, Robbins & Judge (2023) stated that employee engagement was needed to willingly delivered performance that exceeded expectations.

**H<sub>11</sub>:** Work engagement had a positive effect on the behavior of organizational citizenship

## 2. Research Methods

Purposive sampling was used as the data collecting technique in this research. Proportionate stratified sampling was used in this research with the proportion percentage determined based on the number of employees in each Echelon II unit within the Secretariat General compared to the total number of employees in the whole Secretariat General, to ensure equal and representative representation.

**Table 1.** The Measurement of Independent Variables

Variable	Code	Items	Reference
Performance Feedback	PF1	I usually receive feedback on the results of the work I perform	Patterson et al. (2005)
	PF2	I am aware of how well I am performing my job	
	PF3	In general, I can easily assess the quality of my work	
	PF4	My performance is evaluated on a regular basis	
	PF5	I often receive assessments and input on how I carry out my work	
Development Opportunities	DO1	Do you learn new things in your work?	Veldhoven & Meijman (1994)
	DO2	Does your job offer you opportunities for personal growth and development?	
	DO3	Does your work give you feeling that you can achieve something with it?	
	DO4	Does your job offer you opportunities to think and act independently?	
	DO5	Does your job offer you financial growth opportunities?	
	DO6	Does your current job increase your chances and possibilities on the labor market?	
	DO7	Does your organization offer you opportunities to take further training/courses?	
	DO8	Does your job offer you sufficient opportunity to build a social life?	
	DO9	Does your job offer you opportunities for promotion?	
	DO10	Do you learn new things in your work?	
Autonomy	AU1	I feel a sense of choice and freedom in the things I do.	Chen et al. (2015)
	AU2	I feel that my decisions reflect what I really want.	
	AU3	I feel my choices express who I really am.	
	AU4	I feel I have been doing what really interests me.	

Variable	Code	Items	Reference
Task Variety	TV1	The job involves a great deal of task variety	Morgeson & Humphrey (2006)
	TV2	The job involves performing a variety of tasks.	
	TV3	The job involves doing a number of different things	
	TV4	The job requires performance of a wide range of tasks.	
Job Satisfaction	JS1	I receive recognition for excellent work	Macdonald & MacIntyre (1997) in Xian et al. (2022)
	JS2	I feel so close to the people at work	
	JS3	I feel good about working at this company	
	JS4	I feel secure about my job	
	JS5	I believe that management is concerned about me	
	JS6	As whole, I believe working is good for my physical health	
	JS7	My wages are good	
	JS8	All my talents and skills are used at work	
	JS9	I get along with my supervisors	
	JS10	I feel good about my job	

Source: processed data

The sample selection was done based on specific criteria to ensure that the researchers could obtain respondents who met the requirements, namely permanent employees or civil servants (PNS) at the Secretariat General of Ministry of Finance (Setjen Kemenkeu) with more than two years of service since starting date of their agreement of civil servant (TMT CPNS), respondents who did not meet this criterion would be excluded from the sample. The employees with more than two years of service were considered to possess sufficient experience to provide meaningful assessments of related variables. After distributing the questionnaires, it was found that out of 285 targeted respondents, 329 respondents were gathered, all of them whose met the sample requirement as data representation from each work unit.

Quantitative primary data were used as the main data in this study, collected through structured questions in the questionnaire. These questions were self-administered by respondents of study via Google Forms. Table 1 presented a measurement of five independent variables: performance feedback was measured with 5 indicators by Patterson et al. (2005); development opportunities were measured with 9 indicators by Veldhoven & Meijman (1994); autonomy was measured with 4 indicators by Chen et al. (2015); task variety was measured with 4 indicators by Morgeson & Humphrey (2006); job satisfaction was measured with 10 items by Macdonald & MacIntyre (1997) in Xian et al. (2022).

Table 2 presented a measurement of mediating variables: work engagement was measured with 9 items of Utrecht Work Engagement Scale by Schaufeli, Bakker, & Salanova (2006) and the measurement of dependent variable: OCB which was measured with 16 indicators developed by Lee & Allen (2002) in Koo & Lee (2022).

The data which obtained were processed using the Structural Equation Modelling (SEM) method with the data processing software SmartPLS v.4.1.0.1. One of the primary reasons for using SmartPLS in this study was the complexity of proposed research model and predictive nature of the study as recommended by Hair et al. (2019) for models which involved multiple constructs and indicators. In data processing technique, SEM was used, there were two main components: measurement model analysis and structural model analysis (Hoyle, 1995).

**Table 2.** The Measurement of Mediating and Dependent Variables

Variable	Dimention	Code	Items	Reference	
Work Engagement (Mediating)	Vigor	VI1	At my work, I feel bursting with energy.	Schaufeli et al. (2006)	
		VI2	When I get up in the morning, I feel like going to work.		
		VI3	At my office, doing my job, I feel strong and vigorous.		
	Dedication	DE1	I am proud of the work that I do.		
		DE2	I am enthusiastic about my job.		
		DE3	My job inspires me.		
	Absorption	AB1	I can get overly engrossed when I'm working.		
		AB2	I feel happy when I am working intensely.		
		AB3	I am immersed in my work.		
		OCBI1	Help others who are absent		
Organizational Citizenship Behavior (Dependent)	OCBI	OCBI2	Willingly give your time to help others who have work-related problems.	Lee & Allen (2002) in Koo & Lee (2022)	
		OCBI3	Adjust your work schedule to accommodate other employees' requests for time off.		
		OCBI4	Go out of the way to make newer employees feel welcome in the work group.		
		OCBI5	Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.		
		OCBI6	Give time to help others who have work or nonwork problems.		
		OCBI7	Assist others for their duties.		
		OCBI8	Share personal property with others to help their work.		
		OCBO	OCBO1		Attend functions which are not required but that help the organizational image.
			OCBO2		Keep up with developments in the organization.
			OCBO3		Defend the organization when other employees criticize it.
			OCBO4		Show pride in representing the organization in public.
			OCBO5		Offer ideas to improve the function of organization.
			OCBO6		Express loyalty toward the organization.
			OCBO7		Take action to protect the organization from potential problems.
			OCBO8		Demonstrate concern about the image of organization.

Source: processed data

Measurement model (outer model), focused on testing the validity and reliability of relationships between observed indicators and their corresponding latent constructs. This included evaluating convergent validity, discriminant validity (Fornell-Larcker criterion, cross loading, dan Heterotrait Monotrait Ratio), and internal consistency reliability using metrics, such as loading factors, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. Convergent validity for each variable was assessed by examining the outer loading values. The acceptable threshold for outer loading was greater than 0.60, and the Average Variance Extracted (AVE) should exceed 0.50, in accordance with the criteria which proposed by Ghazali & Latan (2012). Subsequently, the analysis proceeded to the evaluation of inner model, which explored the structural relationships among latent constructs as proposed in the research framework. This stage involved assessing the significance and magnitude of the path coefficients, as well as evaluating the model's explanatory power through the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and effect size ( $f^2$ ), Variance Inflation Factor (VIF), and path coefficients.

### 3. Results and Discussions

#### 3.1. Results of Research

A total of 329 respondents provided valid data for this study. The frequency distribution analysis, based on the respondent profiles presented in Table 3, reveals several key insights regarding gender, age, tenure, education, and organizational units. Overall, the sample reflects a diverse workforce composition across demographic and professional categories. These variations in respondent characteristics help provide a clearer context for interpreting the subsequent analyses in this study.

**Table 3.** Respondent Profiles

Demographic Profile	Frequency	Percent
Gender		
Male	195	59,27%
Female	134	40,73%
Age groups:		
21 - 30 years	160	48,63%
31 - 40 years	143	43,47%
41 - 50 years	21	6,38%
over 50 years	5	1,52%
Year of Service:		
2 - 4 years	45	13,68%
5 - 7 years	131	39,82%
8 - 10 years	37	11,25%
over 10 years	116	35,26%
Education:		
High School	6	1,82%
Diploma I	9	2,74%
Diploma III	67	20,36%
Diploma IV or Bachelors	202	61,40%
Masters	45	13,68%
Unit		
Bureau of Planning and Finance	16	4,86%
Bureau Organization and Governance	9	2,74%
Bureau of Legal Affairs	16	4,86%
Bureau of Advocacy	13	3,95%
Bureau of Human Resource	26	7,90%

<b>Demographic Profile</b>	<b>Frequency</b>	<b>Percent</b>
Bureau of Communication and Information Services	18	5,47%
Bureau of State-Owned Assets and Procurement Management	25	7,60%
Bureau of General Affairs	36	10,94%
Center for Financial Information Systems and Technology	34	10,33%
Center for Financial Profession Supervisory	50	15,20%
Center for Policy Analysis and Harmonization	13	3,95%
Secretariat of Tax Court	50	15,20%
Secretariat of Taxation Supervisory Committee	6	1,82%
Indonesia Endowment Fund for Education Agency	8	2,43%
Secretariat of Financial System Stability Committee	2	0,61%
Secretariat of National Islamic Finance Committee	4	1,22%
Central Transformation Office	3	0,91%

Source: processed data

The gender distribution showed a predominance of male respondents, accounting for 59.27% of the total. In terms of age, majority of respondents were within the 21 to 30 years age, representing 48.63% of the sample. Regarding tenure, a significant portion of respondents, 39.82%, were employed for 5 to 7 years. The analysis of work units indicated that employees of Center of Financial Profession Supervisory and Secretariat of Tax Court formed largest group, reaching 15.20% of the respondents. In terms of educational background, the majority of respondents hold a Diploma IV or Bachelor's degree, comprising 61.40% of sample. According to the descriptive analysis in Table 4, the perceptions of Setjen Kemenkeu employees regarding all the studied variables were categorized as high.

**Table 4.** Descriptive Analysis

<b>Variables</b>	<b>Grand Mean</b>	<b>Level</b>
Job Satisfaction	5,50	High
Development Opportunities	5,69	High
Performance Feedback	5,97	High
Autonomy	5,48	High
Task Variety	5,95	High
Work Engagement	5,44	High
Organizational Citizenship Behavior	5,81	High

Source: processed data

### 3.2. Model Results of Measurement

In the second-order factor model, the measurement of variables was carried out using several sub-variables/dimensions. Each sub-variable/dimension was also measured by several measurement items and indicators. This variable measurement model was multidimensional in nature. The relationship between variables and the dimensions measuring them was at the second-order level, while the relationship between dimensions and measurement items/indicators was at the first-order level. Researchers could be chosen from several approaches to identify higher-order constructs. In their study, Hair, Sarstedt, Ringle, & Gudergan (2018) mentioned that the most commonly used approaches were repeated indicator in the two-stage approach. Based on literature review which conducted by Sarstedt, Hair, Cheah, Becker, & Ringle (2019), 81.25% of researchers used the two-stage approach, while 18.75% applied repeated indicators approach. The study also explained that several approaches were recommended to measure higher-order constructs in PLS-

SEM. The most prominent was the (extended) repeated indicators approach and the two-stage approach.

In this research, the two-stage approach was used, specifically the embedded two-stage approach, considering the complexity and effectiveness in data processing. In the first stage, the measurement model was evaluated at the dimension level, which produced latent variable scores. This stage focused on the causality between the dimensions (first-order) and their respective measurement items. In this case, the vigor (VI) dimension with indicators VI1 to VI3, the dedication (DE) dimension with indicators DE1 to DE3, the absorption (AB) dimension with indicators AB1 to AB3, the organizational citizenship behavior toward individuals (OCBI) dimension with indicators OCBI1 to OCBI8, and the organizational citizenship behavior toward the organization (OCBO) dimension with indicators OCBO1 to OCBO8.

In this first stage, the construct scores or latent variable scores of the aforementioned dimensions were used as indicators for the measurement model of higher-order construct in the second stage (Sarstedt et al., 2019). In other words, the scores of latent variables, the vigor, dedication, and absorption dimensions belong to work engagement variable, as well as the latent variable scores of the organizational citizenship behavior toward individuals (OCBI) and organizational citizenship behavior toward the organization (OCBO) dimensions were under the organizational citizenship behavior variable, obtained in the first stage, it was used as indicator scores for measurement model of work engagement and organizational citizenship behavior variables at the second stage or level.

**Table 5.** The Results of First-Order of Validity and Reliability Test

Construct	Dimension	Indicator	Outer Loading	Note	CR	Note	AVE
Work Engagement	VI	VI1	0,912	Valid	0,932	Reliable	0,820
		VI2	0,878	Valid			
		VI3	0,926	Valid			
	DE	DE1	0,903	Valid	0,937	Reliable	0,833
		DE2	0,925	Valid			
		DE3	0,909	Valid			
	AB	AB4	0,741	Valid	0,902	Reliable	0,756
		AB5	0,933	Valid			
		AB6	0,920	Valid			
Organizational Citizenship Behavior	OCBI	OCBI1	0,753	Valid	0,922	Reliable	0,596
		OCBI2	0,825	Valid			
		OCBI3	0,705	Valid			
		OCBI4	0,838	Valid			
		OCBI5	0,803	Valid			
		OCBI6	0,691	Valid			
		OCBI7	0,824	Valid			
		OCBI8	0,724	Valid			
OCBO	OCBO1	0,705	Valid	0,932	Reliable	0,632	
	OCBO2	0,767	Valid				
	OCBO3	0,741	Valid				
	OCBO4	0,802	Valid				
	OCBO5	0,760	Valid				
	OCBO6	0,858	Valid				
	OCBO7	0,848	Valid				
	OCBO8	0,861	Valid				

Source: processed data

At this stage, the evaluation of measurement model was conducted at the first-order level or dimension level. The analysis started by validity and reliability tests. The researcher conducted validity analysis by examining the outer loadings, where the measurement was considered to have good convergent validity if the outer loading value was greater than 0.6 and the AVE value exceeded 0.5 (Ghozali & Latan, 2012). This was also explained by Chin et al. (1997), who stated that the results of CFA (confirmatory factor analysis) validated internal consistency of factor loadings if all values were above 0.6.

Another opinion from Hair et al. (2021) suggested that the impact of indicator deletion on reliability and validity measurements should be considered. Loadings between the points of 0.40 and 0.708 should be removed only if they improved internal consistency reliability or convergent validity. However, indicators with weaker loadings (below 0.4) should always be removed from the measurement model (Hair et al., 2022).

Reliability analysis was conducted based on the criterion that the composite reliability (CR) value should be greater than 0.7 and below 0.95 (Hair et al., 2017), indicating that all measurement items consistently and reliably to measure the dimension. Additionally, the average variance extracted (AVE) value should be greater than 0.5, which reflected that the latent variable was able to explain more than half of the variance of its indicators on average, or in other words, demonstrated adequate convergent validity (Ghozali, 2016).

From the Table 5 above, it can be seen that all indicators were valid and reliable. All indicators could be considered valid because they met the standard of outer loadings exceeding 0.6. Meanwhile, a CR value was above 0.7, this indicated that all measurement items consistently or reliably measured the dimension. This also showed that the latent variable was able to explain more than half of the variance of its indicators on average, or in other words, it reflected adequate convergent validity (Ghozali, 2016), in this case, if the AVE value was greater than 0.5.

**Table 6.** The Results of Second-Order Validity and Reliability Test

Variabel	Indicator	Outer Loading	Note	CR	Note	AVE
Job Satisfaction	JS1	0,739	Valid	0,924	Reliable	0,551
	JS2	0,631	Valid			
	JS3	0,826	Valid			
	JS4	0,784	Valid			
	JS5	0,715	Valid			
	JS6	0,721	Valid			
	JS7	0,667	Valid			
	JS8	0,763	Valid			
	JS9	0,714	Valid			
	JS10	0,838	Valid			
Development Opportunities	DO1	0,636	Valid	0,891	Reliable	0,478
	DO2	0,761	Valid			
	DO3	0,762	Valid			
	DO4	0,669	Valid			
	DO5	0,646	Valid			
	DO6	0,775	Valid			
	DO7	0,662	Valid			
	DO8	0,599	Not Valid			
	DO9	0,686	Valid			
Performance Feedback	PF1	0,778	Valid	0,855	Reliable	0,542
	PF2	0,774	Valid			
	PF3	0,777	Valid			
	PF4	0,616	Valid			

Variabel	Indicator	Outer Loading	Note	CR	Note	AVE
Autonomy	PF5	0,724	Valid	0,896	Reliable	0,685
	AU1	0,726	Valid			
	AU2	0,865	Valid			
	AU3	0,860	Valid			
	AU4	0,851	Valid			
Task Variety	TV1	0,817	Valid	0,926	Reliable	0,759
	TV2	0,874	Valid			
	TV3	0,902	Valid			
	TV4	0,889	Valid			

Source: processed data

Next, the second-order measurement model was evaluated. At this stage, the measurement model was evaluated at the higher-order level or variable level. The construct scores obtained in the first stage, and they were used as indicators in the higher-order measurement model in the form of scores of latent variables (Sarstedt et al., 2019). This measurement was carried out alongside indicators which were not included on the first-stage test. The analysis of measurement model started with validity and reliability test, as well as discriminant validity, followed by structural model evaluation and model fit assessment.

From the Table above, it can be seen that all indicators were valid and reliable. All indicators considered as valid if they met the standard of outer loadings exceeding 0.6. Meanwhile, a CR value was above 0.7, it actually indicated that all measurement items consistently or reliably measured the dimension. This also showed that the latent variable was able to explain more than half of variances of its indicators on average, or in other words, it reflected adequate convergent validity (Ghozali, 2016), in this case, if the AVE value was greater than 0.5.

**Table 7.** The Results of Second-Order Validity and Reliability Test

Variabel	Indicator	Outer Loadings	Note	Composite Reliability	Note	AVE
DO	DO1	0,669	Valid	0,889	Reliabel	0,502
	DO2	0,789	Valid			
	DO3	0,783	Valid			
	DO4	0,675	Valid			
	DO5	0,654	Valid			
	DO6	0,784	Valid			
	DO7	0,641	Valid			
	DO8	0,641	Valid			
	DO9	0,651	Valid			

Source: processed data

The results of data processing in the Table 6 showed that there was one indicator, namely DO8 of the variable of development opportunities, which had an outer loading value below 0.6 and therefore it could be eliminated. This result indicated that the measurement indicators, except for DO8 in the development opportunities variable were valid. Additionally, the development opportunities variable had a CR value which was greater than 0.7, showing that all measurement items, it measured development opportunities which were consistent or reliable. Thus, it could be said that the indicators of development opportunities variable had good validity and reliability.

Meanwhile, the AVE value results also showed a value below 0.5 before DO8 was removed, indicating poor convergent validity. However, after removing the DO8 indicator, the AVE value increased to 0.502.

After re-specification (Table 7), it was found that all indicators were valid as the outer loadings exceeded the value of 0.6. Meanwhile, the CR value was greater than 0.7, indicating that all measurement items consistently or reliably measured those indicators. After eliminating DO8, the AVE value changed from 0.478 to 0.502. This AVE value was now greater than 0.5, which meant that the latent variable was able to explain more than half of variance of its indicators on average, or in other words, it indicated adequate convergent validity (Ghozali, 2016). This was also in line with the opinion of Hair et al. (2022a), where the minimum acceptable AVE value was 0.5 or higher (Hair et al., 2022). This value showed that the construct showing 50 percent or more of the variance of indicators had formed the construct.

### 3.3. Structural Model Results

It was indicated generally positive outlook among the employees concerning the factors which were under investigation. The t-value utilized in this study, it could be explained as follows: a t-value which was less than 1.645 showed a non-significant effect between two variables, whereas a t-value was greater than 1.645 and it suggested a significant effect between those two variables. From the table 8 below, they were observed that H<sub>1</sub>, H<sub>2</sub>, H<sub>4</sub>, H<sub>6</sub>, H<sub>7</sub>, H<sub>8</sub>, H<sub>9</sub>, H<sub>10</sub>, and H<sub>11</sub> were accepted, while H<sub>3</sub> and H<sub>5</sub> were rejected.

**Table 8.** Direct Effects

Hypothesis	Path	T Value	P values	Conclusions
H <sub>1</sub>	JS => WE	5,602	0,000	Accepted
H <sub>2</sub>	PF => WE	5,066	0,000	Accepted
H <sub>3</sub>	DO => WE	0,088	0,465	Rejected
H <sub>4</sub>	AU => WE	2,758	0,003	Accepted
H <sub>5</sub>	TV => WE	1,048	0,147	Rejected
H <sub>6</sub>	JS => OCB	1,939	0,026	Accepted
H <sub>7</sub>	PF => OCB	5,376	0,000	Accepted
H <sub>8</sub>	DO => OCB	1,715	0,043	Accepted
H <sub>9</sub>	AU => OCB	2,746	0,003	Accepted
H <sub>10</sub>	TV => OCB	2,893	0,002	Accepted
H <sub>11</sub>	WE => OCB	4,428	0,000	Accepted

Source: processed data

It could be explained that after conducting data processing and hypothesis testing, some hypotheses were accepted while others were rejected. Out of the eleven hypotheses testing direct effects, the strongest effect was shown by Hypothesis 1, which states that job satisfaction had a significant and positive influence on work engagement (t-value = 5.602). Meanwhile, the strongest direct effected on organizational citizenship behavior was found in Hypothesis 7, which indicated that performance feedback had a significant influence on organizational citizenship behavior (t-value = 5.376). In terms of indirect effects, the strongest influence was observed in the effect of performance feedback on organizational citizenship behavior through mediating variable of work engagement. Therefore, to enhance organizational citizenship behavior, management should prioritize and focus on performance feedback.

The mediating roles can be seen in table 9 below. It can be noted that work engagement had mediated the relationship between performance feedback, autonomy, and job satisfaction with organizational citizenship behavior (OCB). However, work engagement did not mediate the relationship between development opportunities and task variety with OCB.

**Table 9.** Mediation Effects

<b>Path</b>	<b>Original Sample (O)</b>	<b>T Value</b>	<b>P values</b>	<b>Conclusions</b>
PF => WE => OCB	0.071	3.424	0.000	Accepted
DO => WE => OCB	0.001	0.088	0.465	Rejected
AU => WE => OCB	0.047	2.411	0.008	Accepted
TV => WE => OCB	0.015	1.057	0.145	Rejected
JS => WE => OCB	0.098	3.227	0.001	Accepted

Source: processed data

### 3.3. Discussion

Out of the eleven hypotheses formulated, nine were accepted while two were rejected. The rejected hypotheses were positive influence of development opportunities on work engagement and the positive influence of task variety on work engagement. This finding aligns with Lee & Eissenstat (2018) study, which found that development opportunities do not significantly impact work engagement. A possible explanation as they suggested is that the mere existence of career development opportunities does not guarantee the quality of career development programs within companies. They also related to Bakker & Leiter (2010) who observed that employees' dedication to their current jobs may decrease when they pursue new career paths. In other words, employees' desire to pursue new career development opportunities can limit their work engagement. In the current context of the General Secretariat of the Ministry of Finance, there are extensive career development opportunities available for transitioning to other units or agencies outside the Secretariat through programs like "One Ministry of Finance" and open bidding.

Furthermore, Maden-Eyiusta (2016) research also indicated that the relationship between task variety and engagement was positive and significant only among employees with low demands-ability (D-A) fit and not significant among those with high D-A fit. Cable & DeRue (2002) defined D-A fit as the alignment between employees' skills, abilities, and knowledge with job demands. Maden-Eyiusta (2016) suggested that employees with high D-A fit were already motivated in their jobs because their skills and abilities matched with job requirements. Meijer (2022) also suggested that task variety could lead to dissatisfaction due the increase of workload, such workload did not only reflect quantity but also the difficulty level of tasks (Bowling & Kirkendall, 2012). Excessive workload could hinder employees from maintaining existing resources and acquiring new ones. Wang (2024) found in their study that workload negatively affected work engagement.

Among the eleven hypotheses tested direct effects, the strongest influence was found in hypothesis 1, which examined the significant and positive influence of job satisfaction on work engagement (t-value = 5.602). This finding was consistent with Urbini et al. (2020) assertion that employees felt engaged, energetic, and enthusiastic when they were satisfied with their jobs. The strongest direct influence on Organizational Citizenship Behavior (OCB), hypothesis 7 indicated the influence of performance feedback on OCB (t-value = 5.376). According to Zhang & Farndale's (2022) study, job resources such as performance feedback positively impacted employees' OCB through motivation processes which encouraged them to engage in reciprocal behaviors. Regarding indirect effects, the greatest influence was observed with performance

feedback on OCB through mediating variable of work engagement. Therefore, to enhance OCB, management should prioritize and focus on providing effective performance feedback.

#### 4. Conclusions

The results of this study indicate that job satisfaction has a direct, significant, and positive influence on work engagement, and it likewise positively influences organizational citizenship behavior (OCB). Performance feedback and autonomy also directly and significantly influence work engagement, whereas development opportunities and task variety do not show a significant direct effect on work engagement. However, performance feedback, development opportunities, autonomy, and task variety each demonstrate a positive and significant influence on OCB, and work engagement itself has a direct, positive, and significant effect on OCB. Furthermore, work engagement serves as a mediator in the relationships between job satisfaction, performance feedback, and autonomy with OCB, but it does not mediate the influence of development opportunities and task variety on OCB. Based on these findings, several recommendations can be proposed for public-sector organizational management. Management should enhance HR practices in areas where employee perceptions remain low, particularly through recognition and appreciation to foster engagement and encourage OCB, such as by implementing periodic awards for outstanding and innovative employees. Organizations should also design policies that facilitate healthy competition and career development, although caution is advised given the insignificant relationship between development opportunities and work engagement, as suggested by previous research which argued that perceived career development can decline as opportunities increase. Within the Secretariat General of the Ministry of Finance, policies related to internal transfers and career promotions, including functional positions, may be periodically monitored and evaluated to gain a better understanding of their impact on employee engagement. Additionally, management should involve employees in various tasks aligned with their competencies, while recognizing that task variety does not significantly increase engagement and may lead to work overload in strategic units with broad functions. Hence, workload analysis is essential to ensure balanced task distribution. The findings also highlight the importance of improving performance feedback, as current employee perceptions remain low, and supervisors should be encouraged to provide constructive, timely feedback through mechanisms such as individual performance dialogues, coaching, mentoring, and counseling. Finally, granting autonomy can strengthen employee motivation by fostering trust and responsibility, which in turn enhances engagement and OCB. Therefore, empowering employees to make decisions and assigning clear responsibility holders are recommended practices. Despite these practical implications, this study has limitations that should be acknowledged. The research focuses solely on the Secretariat General of the Ministry of Finance as a first-echelon unit, which restricts the generalizability of its findings to the broader Ministry or other public-sector institutions. Moreover, the cross-sectional design limits the interpretation of employee perceptions to a single point in time, underscoring the need for future studies with wider institutional coverage and longitudinal approaches to capture temporal changes, identify causal relationships, and generate more robust conclusions.

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