

## Relationship Between Job Embeddedness and Employee Work Engagement with Leader-Member Exchange and Person–Organization Fit as Predictors: Evidence from North Sumatra

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### Abstract

**Purpose** – This research aimed to analyze relationship between leader-member exchange, person–organization fit, and perceived organizational support on employee work engagement.

**Methodology** – The samples comprised 200 civil servants in North Sumatra Province. Data were collected from an online survey using a 5-point Likert scale following a non-probability with a purposive sampling method. Data obtained were analyzed using Smart-PLS through Structural Equation Modeling (SEM).

**Findings** – The results showed that job embeddedness, person–organization fit, and perceived organizational support significantly affected employee work engagement, while leader-member exchange did not have a significant effect.

**Originality** – This research contributed significantly to the literature on work engagement of civil servants in North Sumatra Province. Although the literature on work engagement has developed significantly, research that specifically pays attention to the population of civil servants in this area is limited. The results provide a deeper understanding of the factors influencing work engagement, offering insights into the unique local context and specific characteristics that may affect relationship between the variables.

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## 1. Introduction

Understanding the factors influencing employee engagement is important in a modern business context characterized by rapid and dynamic change to achieve organizational success (Aldabbas et al., 2023; Pimenta et al., 2024). Job embeddedness and work engagement are two key concepts that underscore relationship between employee and organization (Akgunduz & Sanli, 2017). More specifically, job embeddedness refers to the degree to which employee feel tied to organization and work community (Artiningsih et al., 2023), while engagement includes employee energy, dedication, and concentration toward work. In this context, research on factors influencing job embeddedness and work engagement becomes very relevant (Ramaite et al., 2022; Takawira et al., 2014). One factor that plays an important role in influencing job embeddedness and work engagement is leader-member exchange. This concept underscores interpersonal relationship

between leader and team member. The quality of relationship is believed to influence how well employee feel engaged in work (Silalahi et al., 2022). High engagement in such relationship can strengthen employee ties to organization and improve performance at work (Che et al., 2021; Banderali & Alvarado, 2022; Wu et al., 2023).

Apart from leader-member exchange, person-organization fit plays a crucial role in predicting employee job embeddedness and work engagement (Mahardika et al., 2023; Bernardo et al., 2023). Person-organization fit reflects the match between individual characteristics as well as organizational values, goals, and culture (Ashfaq, 2021; Gonlepa et al., 2023). Employee who perceive a strong congruence between personal and organizational values tend to participate and feel more attached to organization (Mouluk & Giri, 2022; Chawla, 2020). Perceived organizational support is another factor influencing relationship between job embeddedness, work engagement, and other factors (Yang et al., 2020). This concept refers to employee perceptions about the magnitude of organizational support and care, specifically regarding welfare (Pimenta et al., 2024; Fernández et al., 2023). Employee who feel supported by organization tend to be more engaged in work (Akgunduz & Sanli, 2017; Tan et al., 2020; Suifan et al., 2019). Previous research showed that job embeddedness influences employee retention rates and organizational performance (Lyu & Zhu, 2019; Rahimnia et al., 2019). This concept emphasizes the importance of factors such as social connections, relatedness to work tasks, and personal investment in strengthening employee bonds with organization. Meanwhile, work engagement is a concept that is increasingly receiving attention in human resource management literature (Adriano & Callaghan, 2020; Majid et al., 2020).

Previous research showed that employee engaged in work tend to have higher levels of performance, lower levels of absenteeism, and higher levels of job satisfaction (Ye et al., 2021; Pronajaya et al., 2021). Leader-member exchange has been identified as a factor that influences job embeddedness and work engagement (Teng et al., 2021; Aggarwal et al., 2020). Furthermore, research has shown that the quality of relationship between leader and team member plays a crucial role in shaping employee perceptions of organizational support and the level of engagement with organization (Phina et al., 2018; Park et al., 2021). Person-organization fit has also been identified as an important predictor of job embeddedness and work engagement. Employee who feel a connection between personal and organizational values, goals, and culture tend to have higher levels of engagement in work (Ashfaq, 2021; Xiao et al., 2020). Aside from leader-member exchange and person-organization fit, perceived organizational support has also been found to have a significant relationship with work engagement (Altinay et al., 2019; Gonlepa et al., 2023; Aldabbas et al., 2023). Employee perceptions about the magnitude of organizational support and care influence the level of engagement and attachment (Permatasari et al., 2022).

This research is important in facing the challenges of an increasingly complex and dynamic work era. By better understanding the factors that influence job embeddedness and engagement, organization will be better prepared to face changes in the external and internal environment more flexibly and adaptively. The urgency of this research is also strengthened by the fact that employee engagement in workplace has been proven to significantly impact the quality of products or services produced, customer satisfaction, and the financial performance of organization. Therefore, understanding the factors influencing job embeddedness and engagement is crucial for organization long-term success. The results obtained will offer insights into the need to strengthen sustainable and employee-oriented human resource management practices. By identifying the factors influencing job embeddedness and engagement, organization can develop more effective strategies to improve employee quality of work life while also creating an inclusive and motivating environment.

Although previous research has identified relationship between the variables, there is still a need to understand more about the complex interactions as well as the relative impact on job embeddedness and work engagement. More research is needed to explore the practical implications of current data in human resource management. It is necessary to evaluate how understanding relationship between job embeddedness, work engagement, and these predictor factors can be translated into HRM strategies and policies to increase employee engagement in workplace. Therefore, this research aimed to analyze relationship model of job embeddedness and employee work engagement, including the role of leader-member exchange, person-organization fit, and perceived organizational support as predictors. The problems formulated were formulated using a quantitative approach. This article is structured in the form of introduction, literature review, hypothesis development, methods, results, and conclusions.

In expectancy theory, engagement in work is often influenced by factors such as leader-member exchange, person-organization fit, and perceived organizational support, which produces desired outcomes, including recognition, rewards, and opportunities for career development (Baakeel, 2019; Ebrahimabadi et al., 2011). Employee tend to be more motivated to engage in more excellent work when input efforts at work will produce the desired results. In this case, factors such as perceived organizational support may determine employee expectations about the potential outcomes (Chen et al., 2016; Chiang & Jang, 2008; Lee, 2019). Furthermore, expectancy theory underscores the importance of perceptions about relationship between employee effort and the results obtained (Fang, 2021; Chen et al., 2016). For example, employee feel more motivated to engage in interactions with leader when there is potential for recognition and support. This theory also emphasizes the importance of consistency between organizational and employee values and goals in shaping expectations about the outcomes of engagement. Employee who feel that organization provides a suitable platform to actualize values and goals tend to be more motivated to engage fully in work. Expectancy theory also refers to employee belief that efforts can achieve desired results.

Job embeddedness serves as a strong foundation for work engagement, because employee who feel attached through various aspects such as relationship with coworkers, family ties at work, and personal investment in organization, tend to be more actively engaged in work (Ferdian et al., 2022). Conversely, employee who feel less engaged may not have the same level of engagement (Teng et al., 2021; Khattak et al., 2022). Research conducted by Yu et al. (2020) & Halbesleben & Wheeler (2008) concluded that job embeddedness is essential in influencing employee intrinsic motivation and engagement with work. The results showed that employee who feel connected to organization had higher work engagement due to the significant contribution to achieving organizational goals. In addition, research by Tabak & Hendy, (2016) & Bhanbhro et al., (2021) showed that job embeddedness can be an important psychological resource for employee dealing with work stress and pressure. Employee who feel connected to organization had higher levels of work engagement due to the strong perception of being able to face work challenges and staying focused on set goals. Longitudinal research by Harunavamwe & Nel 2020) & Ramaite et al. (2022), showed that job embeddedness could strongly predict changes in work engagement over time. The results showed that employee who experienced an increase in engagement with organization also tended to experience improved levels of work.

Employee who feel strongly connected to work tend to show higher levels of engagement, including motivation, dedication, and deep participation in the tasks assigned. Relationship between job embeddedness and employee work engagement is not one-way. Employee levels of engagement can also influence perceptions of work (Karatepe & Ngeche, 2012; Artiningsih et al., 2023). Research by Sandelands (2018) & Coetzer et al. (2019), found that job embeddedness

influenced employee perceptions of perceived organizational support, influencing work engagement. Employee who feel connected to organization are more likely to feel supported and be directly engaged in work. Although previous research has identified a positive relationship between job embeddedness and employee work engagement, significant differences can be found in recent research underscoring more specific aspects of this relationship. Recent research has emphasized the importance of distinguishing between dimensions of job embeddedness, including social connections, task relatedness, and investment in organization, as well as how each dimension influences work engagement (Shehawy et al., 2018);(Lyu & Zhu, 2019);(Shah et al., 2020). This research also expands the current understanding of the mechanisms underlying relationship between job embeddedness and work engagement. Based on the description, a hypothesis was proposed as follows:

**H<sub>1</sub>: Job embeddedness has a positive effect on employee work engagement**

Previous research has consistently shown that leader-member exchange significantly influences employee work engagement in various organizational contexts. Research conducted by (Ho & Le (2023) & Aggarwal et al. (2020) found that the quality of relationship between leader and team member contributed positively to employee work engagement. Furthermore, Aggarwal et al. 2020; (Lie et al. (2022) found that the quality of relationship between leader and team member, as measured through leader-member exchange, directly predicted employee work engagement levels. These results underscore the importance of interpersonal interactions in shaping employee engagement levels in workplace. Research by (Jufrizen et al. (2024); Els et al. (2016) also showed that leader-member exchange influenced employee work engagement through psychological mechanisms, including employee trust in superiors and identification with organization vision and values. Moreover, (Ye et al. (2021); Garg & Dhar (2017) underscored the importance of considering differences in the effects of leader-member exchange on work engagement between different industry sectors. The results showed that job characteristics and employee needs influence the strength as well as direction of relationship between leader and team member in influencing engagement levels.

Meta-analysis research by Kapil & Rastogi (2020); Lebrón et al. (2018), concluded that leader-member exchange has a significant impact on work engagement in various industries and levels of organizational hierarchy. These results suggest that the quality of relationship between leader and team member influences employee engagement levels in various work contexts. Furthermore, research by Saeed et al. (2019) & Gutermann et al. (2017) outlined the importance of considering the role of moderator variables in relationship between leader-member exchange and work engagement. The results showed that individual characteristics, such as level of work experience or type of job, can moderate the relationship, resulting in different patterns among employee subgroups. Recent research has emphasized the importance of distinguishing between specific dimensions of leader-member exchange, such as relationship with direct supervisors and coworkers, as well as how each of the dimensions influences work engagement Tanskanen et al. (2019), Li et al. (2012), Wagner & Koob (2022). It is also important to understand the mechanisms underlying relationship between leader-member exchange and work engagement. Mediating factors, such as employee trust in superiors or job satisfaction, can act as intermediaries in this relationship, explaining why leader-member exchange contributes to levels of work engagement. Therefore, this research proposed the hypothesis:

**H<sub>2</sub>: Leader-member exchange has a positive effect on employee work engagement**

Research by Bernardo et al. (2023) & Mahardika et al. (2023), found that the match between individuals and organization regarding values, needs, and personality characteristics can influence employee work engagement. Other research by Gonlepa et al. (2023) & Abdullah (2022), showed that individuals who feel a compatibility between personal values and organizational culture tend to have higher levels of work engagement. These results underscore the importance of consistency in values between the individual and organization in shaping employee engagement in workplace. In addition, research by (Ashfaq (2021) found that the match between individuals and organization in terms of cultural fit also influences employee roles in workplace. The results showed that employee who fit into organizational culture tend to have higher levels of work engagement due to the feeling of being more comfortable and connected to work environment. Furthermore, research by Agustian & Rachmawati (2021); Jehanzeb & Mohanty (2018) underscored the importance of considering the role of moderator variables in relationship between person-organization fit and work engagement. It was found that individual characteristics, such as work experience or career orientation, can moderate these relationship, resulting in different patterns among employee subgroups.

Research by Chawla (2020) & Naz et al. (2020) showed that person-organization fit has a sustainable impact on employee work engagement over time. The fit between the individual and organization at one point in time can predict future levels of work engagement. Furthermore, research by Jin et al. (2018) & Cai et al. (2018) also emphasized the importance of considering the role of organizational context in moderating relationship between person-organization fit and work engagement. The result showed that organizational structure or human resource policies could influence employee engagement. Recent research has also emphasized the importance of distinguishing between specific dimensions of person-organization fit, including values, needs, and personality characteristics congruence, as well as how each of the dimensions influences work engagement. In addition, several investigations have attempted to expand the understanding of the mechanisms underlying relationship between person-organization fit and work engagement. Mediating factors, including job satisfaction, identification with organization, or commitment to work, may act as intermediaries in this relationship, helping to explain why person-organization fit contributes to levels of work engagement (Wulandari et al., 2023). Therefore, this research proposes the hypothesis:

### **H<sub>3</sub>: Person-organization fit has a positive effect on employee work engagement**

Previous research has widely shown that perceived organizational support significantly impacts the level of employee work engagement in various environments. Specifically, (Pimenta et al. (2024) & Yang et al. (2020) reported that employee perceptions of organizational support were positively correlated with the level of engagement in work. Another research by Tkalc Verčič, (2021) & Fernández et al. (2023) found that perceived organizational support influenced employee work engagement through psychological mechanisms, such as job satisfaction and organizational commitment. These results suggest that perceived support from organization can strengthen employee emotional ties and engagement in work. In addition, research by Tan et al. (2020); Tabak & Hendy (2016); Djajasvinga et al. (2021) underscored the importance of considering the role of moderator variables in relationship between perceived organizational support and work engagement. It was found that individual characteristics, such as self-confidence or career orientation, can moderate these relationship, resulting in different patterns among employee subgroups. Another research by Arasanmi & Krishna (2019); Rasool et al. (2021) showed that perceived organizational support has a sustainable impact on employee work

engagement. Employee perceptions of organizational support at one point in time can predict future levels of work engagement.

Research by Liu et al. (2018) & Aldabbas et al. (2023) outlined the importance of considering differences in the effect of perceived organizational support on work engagement between different industry sectors. It was found that job characteristics and employee needs influenced the strength and direction of relationship between perceived organizational support and the level of employee engagement in work (Fridayani & Kusuma, 2024). Furthermore, perceived organizational support significantly influences employee work engagement in various organizational contexts. Recent research has outlined some critical differences in the approach and understanding of relationship (Suifan et al., 2019; Imran et al., 2020). There is a need to emphasize the importance of distinguishing between specific dimensions of perceived organizational support, including social, instrumental, and organizational rewards, as well as how each of the dimensions influences work engagement (Wu et al., 2023; Liu et al., 2018). In addition, recent research has attempted to expand a comprehensive understanding of the mechanisms underlying relationship between perceived organizational support and work engagement. Mediating factors, including job satisfaction, identification with organization, or commitment to work, may act as intermediaries in this relationship, helping to explain why perceived organizational support contributes to levels of work engagement. Therefore, this research proposed the hypothesis:

**H4: Perceived organizational support has a positive effect on employee work engagement**

## 2. Research Methods

This research was conducted using a quantitative approach, with instruments and quantitative data analysis to test predetermined hypotheses (Creswell, 2014). The target population comprised all civil servants in the North Sumatra region, which includes various departments and work units at the regional government level. The basis for selecting the population and research location is that North Sumatra Province provides a relevant context because the region is experiencing significant transformation in various sectors, including public services in the government. Therefore, a deeper understanding of the factors that influence civil servants job engagement in this area has major implications for improving the effectiveness of public organization.

A total of 200 government employee were recruited using the purposive sampling approach. An online survey was sent to respondents through an online platform, which can be accessed through a computer or smartphone device. The survey was designed using a structured and valid questionnaire of questions relevant to the research variables including job embeddedness, leader-member exchange, person-organization fit, perceived organizational support, and employee work engagement. A non-probability sampling method was used to determine the sample size. Subsequently, the hypothesis was tested using a variant-based Structural Equation Modeling (SEM) called Partial Least Square (PLS) with SmartPLS version 3.0 application as the tool for analysis. Measurement of exogenous and endogenous variables used previous references relevant to the research topic and variables (Table 1):

**Table 1.** Variable Operational Definition

Variables	Code	Items	Resources
Job Embeddedness	JE1	Sacrifice	
	JE2	Fit between work and non-work	(Teng et al., 2021; Khattak et al., 2022)
	JE3	Community embeddedness	
	JE4	Cultural embeddedness	
Leader-Member Exchange	LMX1	Trust	(Ye et al., 2021; Garg & Dhar, 2017)
	LMX2	Respect	
	LMX3	Communications	
	LMX4	Support	
Person–Organization Fit	POF1	Value Fit	
	POF2	Personality Fit	(Gonlepa et al., 2023; Abdullah, 2022)
	POF3	GoalFit	
	POF4	Cultural Fit	
	POF5	Person-Group Fit	
Perceived Organizational Support	POS1	Supervisor Support	(Pimenta et al., 2024; Yang et al., 2020)
	POS2	Coworker Support	
	POS3	Organizational Policy Support	
	POS4	Resource Support	
	POS5	Career Development Support	
Employee Work Engagement	EWE1	Vigor	
	EWE2	Absorption	(Wu et al., 2023; Liu et al., 2018)
	EWE3	Challenges	
	EWE4	Autonomy	

Source: processed data

Job Embeddedness (JE) is measured through four main dimensions, namely sacrifice, fit between work and non-work, community embeddedness, and cultural embeddedness (Teng et al., 2021; Khattak et al., 2022). Leader-Member Exchange (LMX) is measured based on four main aspects, namely trust, respect, communications, and support (Ye et al., 2021; Garg & Dhar, 2017). Person–Organization Fit (POF) refers to five dimensions, namely value fit, personality fit, goalfit, cultural fit, and person-group fit (Gonlepa et al., 2023; Abdullah, 2022). Perceived Organizational Support (POS) refers to five main dimensions, namely supervisor support, coworker support, organizational policy support, resource support, and career development support (Pimenta et al., 2024; Yang et al., 2020). Employee Work Engagement (EWE) with indicators, namely vigor, absorption, challenges, and autonomy (Wu et al., 2023; Liu et al., 2018).

### 3. Results and Discussions

The respondents originated from various demographic backgrounds. Based on the gender category, the number of male and female respondents was relatively balanced, reflecting good representation. In the age category, the majority were in the productive range, namely between 25 and 45 years, with age groups over 45 years and under 25 years contributing as respondents in smaller numbers. Based on education, the majority had a bachelor's degree, followed by groups with postgraduate and diploma. In the domicile category, respondents originated from various regions in North Sumatra, with the largest proportion coming from urban areas, including Medan, Tebing Tinggi, and Pematangsiantar, as well as a significant contribution from district areas, reflecting the diversity of residences relevant to the research context.

As shown in Table 2, the male respondents were 42% while the females were 58%. In general, there are more female civil servants because social and cultural changes in society,

specifically in North Sumatra, have strengthened the role of women in workplace and increased opportunities for access to the government sector.

**Table 2.** Description of Research Respondents

Categories	Details	Amount	Percentages (%)
<b>Gender</b>	Men	84	42
	Woman	116	58
<b>Age (Years)</b>	25-34	54	27
	35-44	76	38
	45-54	70	35
<b>Education</b>	High School	34	17
	3-year diploma	46	23
	Undergraduate	95	47.5
	Master Graduate	25	12.5
<b>Domicile</b>	Medan	44	22
	Tebing Tinggi	36	18
	Pematangsiantar	52	26
	Simalungun	28	14
	Others	40	20

Source: processed data

For the age category, most respondents were in the range of 35-44 years (38%). This age range often covers a significant career period for civil servants who have accumulated substantial work experience but are still productive and active in work environment. Furthermore, the highest education level was in the undergraduates (47.5%). This is because higher levels of education often correlate with higher levels of work engagement, increasing the likelihood of developing a strong commitment to job and organization.

### 3.1 Outer Model Measurement

Validity and reliability tests were conducted to measure the outer model. Convergent validity was assessed based on the loading factor and average variance extracted (AVE), with the condition requiring values of above 0.7 and 0.5 respectively (Hair, 2014). The model reliability test, according to Hair (2014) is reflected in the value of Cronbach's alpha and composite reliability (CR), which has a value higher than 0.7. Furthermore, discriminant validity testing was also carried out using the Fornell & Larcker method aimed at ensuring that a construct in the research model was truly different or unique compared to other constructs. This method measures discriminant validity by comparing the AVE square root value of each construct with the correlation between other constructs in the model. Discriminant validity is fulfilled when the square root value of AVE is greater than the correlation value between the construct and others. Table 3 shows an explanation of the measurements of the outer model:

The validity test results in Table 3 show that the value of each loading factor on the indicators of job embeddedness, leader-member exchange, person-organization fit, perceived organizational support, and employee work engagement was above 0.7 and 0.5 for the AVE value. The Cronbach alpha and composite reliability values for each variable were above 0.7, showing that all variables had good reliability.

**Table 3.** Outer Model Measurement Results

Constructs/items	Outer Loading	Cronbach's alpha	CR	AVE
<b>Job Embeddedness</b>		0.875	0.914	0.727
JE1	0.748			
JE2	0.913			
JE3	0.863			
JE4	0.978			
<b>Leader-Member Exchange</b>		0.976	0.983	0.934
LMX1	0.905			
LMX2	0.988			
LMX3	0.987			
LMX4	0.983			
<b>Person–Organization Fit</b>		0.902	0.928	0.722
POF1	0.850			
POF2	0.915			
POF3	0.822			
POF4	0.744			
POF5	0.906			
<b>Perceived Organizational Support</b>		0.904	0.929	0.723
POS1	0.840			
POS2	0.893			
POS3	0.851			
POS4	0.821			
POS5	0.844			
<b>Employee Work Engagement</b>		0.994	0.995	0.981
EWE1	0.987			
EWE2	0.985			
EWE3	0.993			
EWE4	0.998			

Source: processed data

These results show that relationship between variables was good and further tests can be carried out. Based on the results, the diagonal value (square root of AVE) for each construct, including employee work engagement (0.991), job embeddedness (0.853), leader-member exchange (0.966), perceived organizational support (0.850), and person-organization fit (0.850), was greater than the correlation value between other constructs. For example, the correlation between employee work engagement and job embeddedness was 0.489, which was smaller than the square root AVE values of each construct (0.991 and 0.853). Similar results were observed in other pairs of constructs, showing that each is unique and not very related.

**Table 4.** Discriminant Validity Result

	Employee Work Engagement	Job Embeddedness	Leader-Member Exchange	Perceived Organizational Support	Person-Organization Fit
Employee Work Engagement	0.991				
Job Embeddedness	0.489	0.853			
Leader-Member Exchange	0.342	0.444	0.966		
Perceived Organizational Support	0.368	0.245	0.345	0.850	
Person–Organization Fit	0.583	0.564	0.307	0.279	0.850

Source: processed data

The results show that the average variance extracted (AVE) square root value for each construct (numbers on the diagonal of the table) is greater than the correlation value between other constructs (numbers outside the diagonal). The square root AVE values for Employee Work Engagement (0.991), Job Embeddedness (0.853), Leader-Member Exchange (0.966), Perceived Organizational Support (0.850), and Person–Organization Fit (0.850) are above their correlations with other constructs. These results indicate that each construct has good discriminant validity, which means that each construct is able to measure unique dimensions and does not have significant overlap with other constructs. This ensures the reliability of the model in differentiating between research variables.

### 3.2 Inner Model Measurement

Inner model measurement was carried out by bootstrapping research data using SmartPLS 3.2.9. Two results were obtained from bootstrapping, namely the significance of the two related variables and R-square. In general, R-square value shows the ability of exogenous variables to build endogenous types. As stated by (Chin et al., 2008), there are three categories of R-square values namely 0.19 (weak), 0.33 (moderate), and 0.67 (strong).

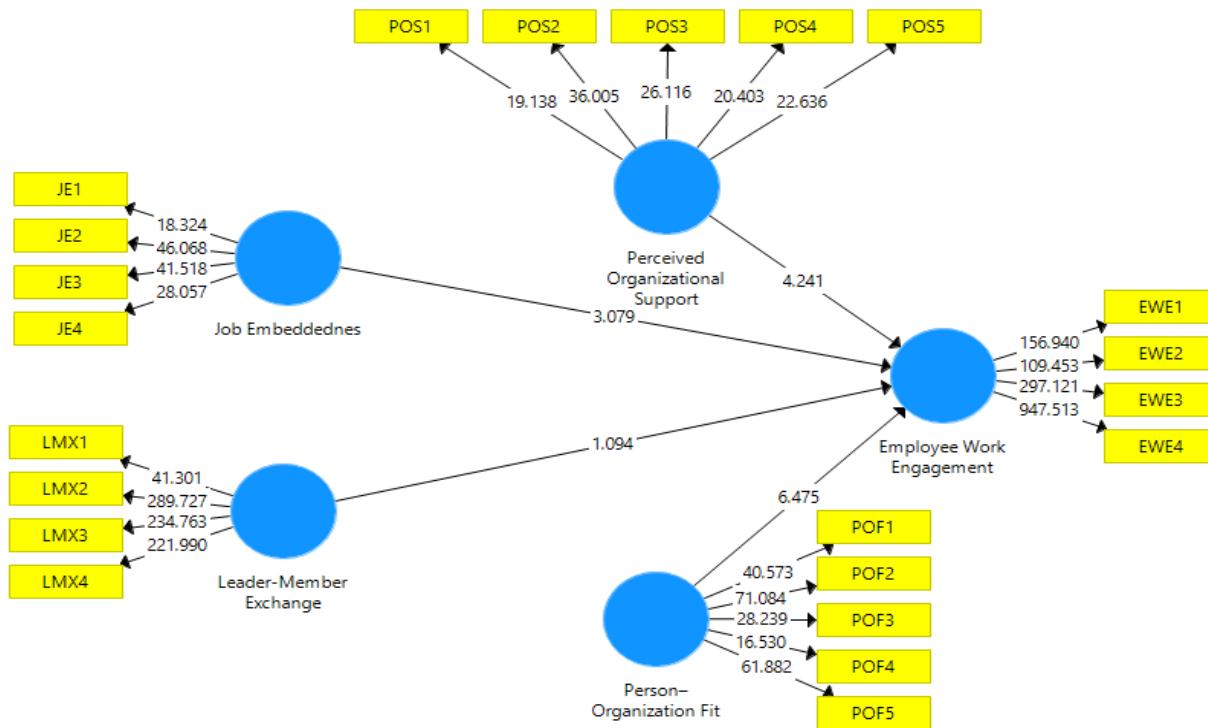
**Table 5.** Calculation Results of the R-Square Value

Notes	R Square	R Square Adjusted
Employee Work Engagement	0.419	0.407

Source: processed data

Based on R-square value for the endogenous turnover intention variable, a value of 0.419 was obtained, showing that overall, the ability of the exogenous variables to explain the employee work engagement was moderate. A significance test was also carried out to prove the hypothesis testing, used to determine relationship between the exogenous and endogenous variables., while a significant criterion was observed in the p-value. When the p-value between the exogenous and endogenous variables is less than 0.05, this means that the exogenous variable has a significant effect on the endogenous. Conversely, when the value is more significant than 0.05, this suggests that the exogenous variable has no significant effect on building the endogenous.

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**Figure 1.** Hypothesis Testing Results

These results highlight the importance of understanding the relationship between exogenous and endogenous variables, particularly in determining the factors that significantly impact employee work engagement. It also underscores the role of statistical testing in validating hypotheses and interpreting relationships within the studied model.

**Table 6.** Hypothesis Test Results

Path Between Variables	Coefficient	t-count	P-Value	Conclusion
Job Embeddedness => Employee Work Engagement	0.183	3,087	0.002	Accepted
Leader-Member Exchange => Employee Work Engagement	0.072	1,140	0.255	Rejected
Person-Organization Fit => Employee Work Engagement	0.406	6,645	0,000	Accepted
Perceived Organizational Support => Employee Work Engagement	0.185	3,948	0,000	Accepted

Source: processed data

Based on the results in Table 6, among the four hypotheses compiled, one was rejected, and the other three were accepted. The hypothesis rejected was the effect of leader-member exchange on employee work engagement as proven by the acquisition of a p-value of 0.255 ( $> 0.05$ ). The accepted hypothesis was the effect of job embeddedness, person-organization fit, and perceived organizational support on employee work engagement, as evidenced by the acquisition of p-values of 0.002 and 0.000, below 0.05.

### 3.3 Discussion

The first hypothesis test ( $H_1$ ) results showed that job embeddedness positively and significantly influenced employee work engagement. Data analysis confirms that job

embeddedness creates a strong sense of attachment between civil servants and job, organization, and communities. This makes employee feel more emotionally and psychologically attached to tasks and responsibilities, thereby increasing work engagement. The attachment also creates a sense of importance in achieving organizational goals, leading to more dedication and enthusiasm in carrying out work (Sandelands, 2018; Coetzer et al., 2019). Job embeddedness influences civil servants perceptions of job alternatives. The higher the level of embeddedness, the more difficult it is for civil servants to consider other options outside organization. This can reduce the intensity of effort put into looking for another job, thereby increasing work engagement due to the focus on the current job (Holtom & Darabi, 2018; Shah et al., 2020). In addition, job embeddedness creates a strong social network in workplace (Chan et al., 2019; Shehawy et al., 2018). Civil servants who feel connected to coworkers, superiors, and community member tend to feel more satisfied and engaged in work. Positive interactions with fellow civil servants can increase social support and comfort in workplace, which are important factors in increasing work engagement.

The second hypothesis test ( $H_2$ ) results showed that leader-member exchange did not significantly affect employee work engagement. The results confirm that in bureaucratic contexts such as civil servants, formal organizational structures and clear rules often limit relationship between superiors and subordinates. This can cause work engagement to be more influenced by organizational policies, assigned tasks, and perceptions of organizational support rather than interpersonal relationship (Gutermann et al., 2017; Tanskanen et al., 2019; Wagner & Koob, 2022). In a bureaucratic environment centered on procedures and hierarchies, such as the civil service, relationship between superiors and subordinates may be transactional rather than transformational. This implies that relationship focuses more on exchanging tasks and responsibilities than developing personal and deep interactions (Garg & Dhar, 2017; Santalla-Banderali & Alvarado, 2022; Altinay et al., 2019). In this context, work engagement may be more influenced by intrinsic motivation, job satisfaction, and perceptions of job rather than the quality of relationship with the supervisor. Furthermore, in the context of the characteristics of the respondents, the specific roles and responsibilities held by civil servants in organization may also influence relationship between leader-member exchange and work engagement.

The third hypothesis test ( $H_3$ ) results showed that person-organization fit positively and significantly influenced employee work engagement. This data analysis confirms that person-organization fit can influence civil servants perceptions of organizational justice. Individuals with a sense of fair treatment from an organization often feel more satisfied and engaged in work. This perception of fairness strengthens work engagement because civil servants feel valued and supported by work organization. Furthermore, individual suitability for job duties and responsibilities is also an important factor in determining the level of work engagement (Mahardika et al., 2023);(Bernardo et al., 2023);(Tamba & Nasution, 2024). Civil servants who feel congruence between personal skills, interests, values with duties and responsibilities tend to be more motivated and enthusiastic in carrying out work. These individuals are also more likely to feel competent and confident, which is important in increasing work engagement. Person-organization fit can also influence the level of social support felt by civil servants in work environment. Synchronization between individual and organizational culture as well as norms helps build positive relationship with coworkers and superiors, creating a supportive work environment and strengthening engagement (Moulik & Giri, 2022; Ashfaq, 2021; Gonlepa et al., 2023).

The fourth hypothesis test ( $H_4$ ) results showed that perceived organizational support positively and significantly influenced employee work engagement. Data analysis confirms that perceived organizational support can also influence the level of trust and comfort of civil servants

in work environment. Civil servants who feel supported by organization tend to be more secure and confident in carrying out work. This can increase intrinsic motivation and strengthen work engagement due to the feeling of comfort. Furthermore, perceived organizational support influences relationship with superiors and coworkers (Arasanmi & Krishna, 2019; Yang et al., 2020; Tkalac Verčić, 2021). Civil servants with a perception of being supported by organization tend to have more positive and cooperative relationship with fellow team member and superiors. This positive interaction creates a supportive work environment and strengthens work engagement. The results also imply that perceived organizational support can increase job satisfaction. Perceived support from organization improves psychological and emotional well-being at work, thereby increasing satisfaction. This increase contributes to higher work engagement, making civil servants motivated to offer the best output (Sufan et al., 2019; Imran et al., 2020; Wu et al., 2023).

#### 4. Conclusions

In conclusion, three hypotheses were accepted based on the results of hypothesis testing shown in Table 5. The results showed that job embeddedness, person-organization fit, and perceived organizational support significantly affect employee work engagement. Job embeddedness creates strong ties between civil servants and work, as well as organization and communities, leading to increased dedication to duties and responsibilities. It also influences civil servants perceptions of employment alternatives. The theoretical implications of job embeddedness, leader-member exchange, person-organization fit, and perceived organizational support on work engagement of civil servants in North Sumatra provide a deep understanding of the factors that influence productivity and quality of public services. The theories underscore the importance of relationship between civil servants and job, organization, superiors, as well as coworkers optimal levels of work engagement. The implications help academics and practitioners understand the complex dynamics behind the motivation and dedication of civil servants in carrying out duties and responsibilities. Practically, adequate understanding of job embeddedness will help organization pay more attention to the factors that bind civil servants to workplace. Despite the excellent results obtained, several limitations must be considered carefully. First, this research was limited by the generalisability of the results. Contextual factors, such as organizational culture and work climate in civil service institutions in North Sumatra, can influence relationship between research variables. Future research could expand the theoretical framework to account for these factors and identify complex interactions. It is also necessary to explore the mediating and moderating roles of these factors in relationship between job embeddedness, leader-member exchange, person-organization fit, and perceived organizational support with work engagement.

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