

Employee engagement model of civil servants: Evidence from government organizations in Indonesia



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ABSTRACT

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This study aims to analyze the inclusive work relationship model of state civil servants to support the realization of the golden generation of 2045 by employing a quantitative approach through the constructs of inclusive leadership, career development, perceived organizational support, organizational justice, and employee engagement. The Structural Equation Model method with Partial Least Squares (PLS-SEM) was applied to data from 200 state civil servants. The results demonstrate that inclusive leadership, career development, perceived organizational support, and organizational justice have a positive and significant effect on employee engagement. These findings underscore the pivotal role of inclusive leadership in enhancing employee engagement, productivity, and the quality of public services. Furthermore, structured and equitable career development and strong organizational support are shown to be critical in strengthening employee engagement. Beyond organizational implications, this study contributes directly to development policy regarding the need to develop the Employee Engagement Strategy. The civil service, as the spine of the government, is essential for the golden generation of 2045. The government must set retention policies, active training, decision-making, aspirational support, and engagement of employees at all levels. The study underscores the policy and organizational urgency of embedding employee engagement as a core pillar of development strategy for Indonesia.

Contribution/ Originality: The focus of this particular research is on Indonesian civil servants, which examines inclusive leadership, system career advancement, perceived organizational support, and organizational justice, and develops an employee engagement model. Without a doubt, this is framed within public sector management theory and public policy, as it offers both governance and governance policy in relation to public management to assist in the growth of Indonesia in 2045.

1. INTRODUCTION

Employee engagement among civil servants is an important element in realizing the vision of Golden Indonesia 2045, targeting Indonesia to become a developed country with a practical and adaptive bureaucracy. A high level of civil servant engagement is needed to ensure responsive policy implementation, quality public services, and sustainable innovation during complex global and domestic challenges (Alreahi, Bujdoso, David, & Gyenge, 2023; Darman, 2020). The literature on employee engagement shows that different factors influence employee engagement, including job satisfaction, organizational commitment, and the balance between job demands and

available resources. Job demands-resources (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) and social exchange theory Cropanzano and Mitchell (2005) and Shuck and Wollard (2010) emphasize the importance of organizational support and positive relationships between employees and leaders in building high engagement. In the context of civil servants, research examining the application of the theories needs to be completed. Adaptation of the theories in a unique bureaucratic environment, with unique regulatory challenges and hierarchical structures (Rich, Lepine, & Crawford, 2010; Truss, Shantz, Soane, Alfes, & Delbridge, 2013) is needed to ensure the realization of Golden Indonesia 2045. Therefore, further research should be carried out to identify critical factors influencing civil servant engagement and support the achievement of Strategic Vision 2045.

In the context of the transformation, state civil servants have a strategic role in implementing government policies and programs aimed at achieving inclusive and sustainable national development (Hamdani, Nurhafsa, & Silvia, 2022; Muharam, 2023). However, complex challenges such as rapid technological developments, increasing societal demands, and paradigm shifts in public services require an inclusive and adaptive working relationship model (Christian, Garza, & Slaughter, 2011; Yang et al., 2018). Inclusive leadership is expected to build a work environment that supports collaboration and active participation (Choi, Tran, & Kang, 2017; Javed, Abdullah, Zaffar, Ul Haque, & Rubab, 2019). Most of the research recognizing the importance of inclusive leadership in increasing employee engagement is focused on the private sector or organizations in developed countries (Hanh & Choi, 2019; Wahab & Khan Bangash, 2021), making the concept less relevant to the dynamics of the Indonesian bureaucracy. This gap shows the need for more in-depth and contextual research that considers the unique characteristics of state civil servants, such as bureaucratic complexity and distinctive work culture.

Career development is important in improving the competence and motivation of state civil servants to contribute optimally (Beardwell & Thompson, 2017; Chang, Chou, & Cheng, 2007). This concept is important in improving employee engagement. Indonesia is striving to become a developed country with a practical and responsive bureaucracy since the importance of career development cannot be ignored (Sharma & Kumra, 2020; Vipyana & Syah, 2023). Civil servants with the opportunity to develop and advance in their careers tend to be motivated. This high level of inclusion can increase productivity, the quality of public services, and the readiness to face future challenges. Even though career development is recognized as an important factor in increasing employee engagement (Chen, Chang, & Yeh, 2004; Hendrawan & Pogo, 2021) in-depth research should be conducted relating to the effect of the variable on engagement in the Indonesian bureaucratic environment. This gap indicates the need for further research considering the specific dynamics and the challenges faced in increasing employee engagement toward achieving the 2045 vision.

High perceived organizational support can strengthen loyalty and engagement in achieving organizational goals (Brockner et al., 2014; Li, Mohamed, Mahomed, & Khan, 2022). This variable represents the extent to which employees believe the organization values contributions and prioritizes well-being (Demir, 2015). In the context of civil servants, where bureaucracy is often rigid and organizational hierarchies are strict, the importance of perceived organizational support is prominent. Civil servants feel supported through fair policies, career development opportunities, or access to necessary resources to be actively part of work. This increases satisfaction and performance and is essential for achieving long-term goals towards the golden generation 2045. Perceived organizational support can be a key driver in increasing engagement (Ford, Lauricella, Van Fossen, & Riley, 2021; Rubel & Kee, 2013). Employees who feel valued and supported demonstrate high commitment, creativity, and a desire to contribute maximally (Dai & Qin, 2016; Kerdpitak & Jermstittiparsert, 2020). However, the government should develop and maintain policies and practices to increase perceived organizational support among civil servants.

Organizational justice is expected to provide fairness in distributing resources and treating state civil servants (Aeknarajindawat & Jermstittiparsert, 2020; Alhamad, Aljanabi, & Almaali, 2022). A phenomenon that often occurs

is the imbalance between the expectations of state civil servants for organizational support and the reality experienced, as well as uncertainty regarding justice in organizational decisions and resource distribution. This leads to decreased motivation, low inclusion, and job dissatisfaction, hindering progress and transformation towards the golden generation of 2045. Meanwhile, employee engagement will affect the performance of state civil servants and job satisfaction (Ha & Moon, 2023; Zahednezhad, Hoseini, Ebadi, Farokhnezhad Afshar, & Ghanei Gheshlagh, 2021). Towards 2045, Indonesia is aiming to achieve the status of a developed country with an efficient and responsive bureaucracy. Organizational justice is important in forming a work climate that supports employee engagement (Fatt, Khin, & Heng, 2010; Sofiyan, Agustina, Siahaan, Simatupang, & Sudirman, 2022). State civil servants show more substantial commitment, higher productivity, and greater loyalty to institutions (Guh, Lin, Fan, & Yang, 2013; Inrawan, Sianipar, Silitonga, Sudirman, & Dharma, 2021). Effective strategies can be developed to improve the inclusive working relationship model among state civil servants by understanding in-depth the interactions between these factors.

Articulating the link between civil servant engagement, state capacity, and development policy outcomes is crucial to enhance the contribution of this research. Higher levels of engagement among civil servants not only strengthen organizational performance but also directly contribute to state capacity by promoting efficiency, accountability, and responsiveness in governance. In this sense, employee engagement should be understood as more than an internal organizational concern; it is a strategic element of public sector reform and nation-building. By embedding engagement within the broader development policy framework, this study underscores its relevance to long-term governance effectiveness and the achievement of national development agendas, including Indonesia's Vision 2045. Explicitly situating employee engagement within this policy narrative highlights its role in fostering public trust, advancing service delivery, and sustaining inclusive development across the state apparatus.

Research on employee engagement in civil servants towards the golden generation of 2045 is relatively limited, especially regarding the integration of inclusive leadership, career development, perceived organizational support, and justice. Although multiple studies address these issues, none explore the synergistic impact of the four relationships in creating optimal employee engagement among civil servants (Hendrawan & Pogo, 2021; Onyango, K'Obonyo, & Ochieng, 2022; Priskila, Tecoalu, & Tj, 2021; Wahab & Khan Bangash, 2021). Furthermore, most studies concentrate on the private sector or organizational settings in Western countries, making the subject poorly suited for analyzing civil servants. This lack of literature points to the necessity of tailoring more nuanced research on the impact of inclusive leadership, career advancement, organizational support, and organizational justice on employee engagement. Moreover, organizational justice and perceived support, though deemed critical to engagement, are often neglected. This deficiency points to the necessity of more nuanced insights on the mediating impact of organizational justice, inclusive leadership, and career development on employee engagement.

2. LITERATURE REVIEW

2.1. *Job Demands–Resources (JD-R) and Social Exchange Theory (SET)*

The Job Demands–Resources (JD-R) model provides a robust framework to explain how the balance between demands and resources shapes employee engagement. Within the context of civil servants, resources such as inclusive leadership, structured career development, perceived organizational support, and organizational justice function as motivational drivers that enhance engagement, resilience, and performance (Bakker & Demerouti, 2007; Demerouti et al., 2001). These resources reduce the risk of burnout, strengthen intrinsic motivation, and facilitate employees' capacity to align personal aspirations with organizational goals. As public organizations in Indonesia navigate bureaucratic structures and the challenges of reform, the JD-R model underscores the pivotal role of organizational resources in creating an environment where civil servants can thrive and remain committed to advancing public service outcomes.

Complementing this, Social Exchange Theory (SET) enriches the theoretical understanding by emphasizing the reciprocal nature of employee organization relationships. When civil servants perceive inclusive leadership practices, fair treatment, tangible career opportunities, and consistent organizational support, they are more likely to reciprocate with heightened trust, loyalty, and engagement. In this perspective, engagement emerges not only as a response to resource availability but also as a manifestation of social reciprocity and mutual obligation (Cropanzano & Mitchell, 2005; Shuck & Wollard, 2010). By synthesizing JD-R and SET, this study proposes a more comprehensive model of employee engagement that integrates structural resources with relational dynamics, thereby offering a nuanced explanation of how government organizations can strengthen state capacity and contribute to Indonesia's Vision 2045 through an engaged and committed civil service.

2.2. Inclusive Leadership and Employee Engagement

Different research has studied how employee engagement has been impacted by inclusive leadership in different contexts. For (Cenkci, Bircan, & Zimmerman, 2021; Hanh & Choi, 2019) inclusive leadership fosters a trustworthy (Malik, Suleman, Ali, & Arshad, 2017) team atmosphere that stimulates the engagement (Choi, Tran, & Park, 2015) of all employees in a participative work environment, which in turn, increases employee engagement. In (Malik et al., 2017; Nawaz & Qayyum, 2022; Wahab & Khan Bangash, 2021), to be strongly included in a system where employee engagement is driven by the recognition and acknowledgment a leader has of the various contributions and viewpoints a team member offers is a valuable understanding to have. As such, the following hypotheses are formulated in light of several past studies.

H₁: Inclusive leadership influences employee engagement.

2.3. Career Development and Employee Engagement

The scope of career development strongly impacts how employees are engaged within a given work environment (Houssein, Singh, & Arumugam, 2020; Jia-Jun & Hua-Ming, 2022; Rony et al., 2024; Wiyanto, Ratnaningsih, & Suratini, 2024). Ejaz, Akhter, and Yaseen (2023) and Mdletshe (2023) assert that when organizations empower employees with skills and knowledge, they feel more included in the organization and development, and thus feel more valued and supported. In addition, (Consiglio, Borgogni, Di Tecco, & Schaufeli, 2016; Muchibi, Mutua, & Juma, 2022) established that the availability of a career development track increases a worker's intrinsic motivation, sense of ownership, organizational citizenship behavior, and inter-organizational commitment (Houssein et al., 2020). The following hypothesis, however, has been coined based on previous research results.

H₂: Career development influences employee engagement.

2.4. Perceived Organizational Support and Employee Engagement

Historical features of the area of interest for Brockner et al. (2014) and Nurcholis and Budi (2020) provide and affirm the definition and the impact of perceived organizational support on employee engagement. Employees, as delineated in Sulistyawati and Sufriadi (2020) and Jin and McDonald (2017), who are facilitated by the organization through policies, procedures, and behavioral patterns, have been found to have higher employee engagement (Nawaz & Qayyum, 2022; Priskila et al., 2021). Nurcholis and Budi (2020) and Shams, Niazi, and Asim (2020) suggest that employee perception of organizational support affects intrinsic motivation, emotional attachment, and overall organizational willingness and advocacy (Jin & McDonald, 2017). The subsequent hypothesis to be tested is generated based on the findings discussed above.

H₃: Perceived organizational support influences employee engagement.

2.5. Organizational Justice and Employee Engagement

Engagement is an important concern for employees the moment they step into the organization (Ohioyenoye & Eguavoen, 2019; Piotrowski, Rawat, & Boe, 2021). Employees feel that they can work with an organization the moment all the decisions, allocations, and transactions of resources, as well as the organizational hierarchy system, are done systematically (Ghosh, Rai, & Sinha, 2014; Kim & Park, 2017; Sofiyan et al., 2022). Bekmezci, Orçanlı, and Firat (2022) and Sari and Amri (2022) point out that the interrelation of organizational decisions and resource allocation is positively correlated with employee engagement. Also in Kang & Sung (2019) and Abbasi and Alvi (2012), it is demonstrated that employees' perception of equity within the organizational system of decision-making, resource distribution, and interpersonal relations greatly predicts the employee engagement rate. The next hypothesis is advanced as a result of previous works.

H₄: Organizational justice influences employee engagement.

2.6. Theoretical Framework

The essence of the theory is inclusive leadership, which covers the aspects of how a leader's conduct nurtures diversity and the active involvement of every member in the organization. Inclusive leadership ensures equity in the advancement of careers, which enhances the perception of organizational support. Such support is anticipated to bolster the sense of equity in the organization, as there is fair and equal treatment of employees. Equity that is felt by employees has a profound effect on their involvement in the organization, which is a critical element for the establishment of a productive and harmonious workplace. In the effort toward the 2045 Golden Generation, the theoretical framework models a distinct work relation paradigm for state civil servants. Hence, to fulfill this mandate, the current study assesses the enhancement of organizational support, career advancement, and sense of organizational equity using quantitative methods. Inclusion in the workplace is positively related to perception of organizational equity, leading to stronger, fairer, and more lasting working relationships. This framework offers fresh perspectives to policymakers on how to design and implement more purposeful initiatives to enhance the work relations of state civil servants in pursuit of the 2045 Golden Generation Vision.

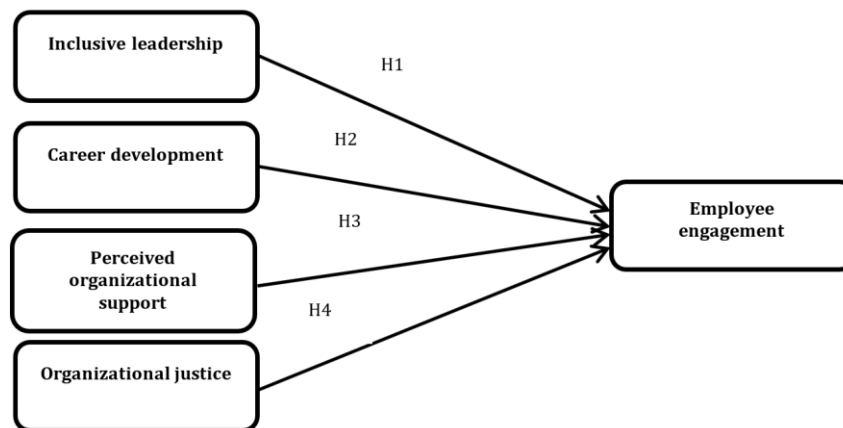


Figure 1. Research framework.

The research framework created for this study is illustrated in Figure 1, which highlights the impact of organizational justice, career development, perceived organizational support, and inclusive leadership on employee engagement. The model illustrates how inclusive leadership promotes a cooperative and participatory workplace, which raises employee engagement. Additionally, through career planning, skill development, and development opportunities, career development plays a critical role in improving employee engagement and motivation with the company. Employee engagement and loyalty are greatly increased by perceived organizational support, which includes social, instrumental, informational, and reward support. Additionally, it is anticipated that a fair and

transparent workplace will be built on organizational justice, which includes distributive, procedural, interactional, and interpersonal aspects and will increase employee engagement.

3. METHODOLOGY

This research employs a library and field design with a quantitative method. The location is focused on North Sumatra Province, Indonesia, due to the uniqueness in the dynamics of public sector personnel and its importance in realizing the vision of the golden generation of 2045. By including civil servants in North Sumatra Province, this research provides specific and relevant insights into the local context while contributing valuable understanding of inclusive employment relationships and employee engagement in the public sector. The target objects are civil servants working in Simalungun Regency and Pematangsiantar City, due to time constraints. The method of determining the population and research sample considers the special characteristics of the civil servant population. The population consists of civil servants working in various government agencies, including departments, local government offices, and other related institutions. Meanwhile, the convenience sampling method was used due to time constraints.

Individuals used as samples are considered suitable as a data source (Creswell, 2014). According to Hair, Black, Babin, and Anderson (2014), when the population size is unknown, the sample can be determined as 5-10 times the number of indicators used in a single construct. This research uses 20 indicators from 5 existing variable dimensions; therefore, the number of samples obtained is $20 \times 10 = 200$. The data analysis employs the Structural Equation Model method with Partial Least Squares Modeling (PLS-SEM) (Ghozali, 2014). SEM is a multivariate data analysis method consisting of factor and regression analysis to evaluate the relationships between variables (Ghozali, 2014). Relationships are tested in line with the description of multivariate data analysis, which includes implementing statistical methods to analyze several variables representing measurements related to individuals, organizations, and situations. The primary function of PLS-SEM is to develop theory in exploratory research by maintaining the explanation of variance in the dependent or endogenous variables (Ghozali, 2014). In addition, the measurement of variable indicators is summarized in a table of operational definitions of the variables, as explained in Table 1.

Table 1. Operational definition of research variables.

Variables	Code	Item	Reference source
Inclusive leadership	IC1	Awareness of diversity	Hanh and Choi (2019) and Cencki et al. (2021)
	IC2	Acceptance and appreciation	
	IC3	Collaborative decision-making	
	IC4	Empowerment	
Career development	CD1	Career planning	Consiglio et al. (2016) and Muchibi et al. (2022)
	CD2	Skill development	
	CD3	Career opportunities	
	CD4	Work-life balance	
Perceived organizational support	POS1	Social support	Brockner et al. (2014) and Nurcholis and Budi (2020)
	POS2	Instrumental support	
	POS3	Informational support	
	POS4	Reward support	
Organizational justice	OJ1	Distributive justice	Ohioresnya and Eguavoen (2019) and Piotrowski et al. (2021)
	OJ2	Procedural justice	
	OJ3	Interactional justice	
	OJ4	Interpersonal justice	
Employee engagement	EE1	Affective engagement	Wahab and Khan Bangash (2021) and Hendrawan and Pogo (2021)
	EE2	Cognitive engagement	
	EE3	Behavioral engagement	
	EE4	Social engagement	

Table 2. Descriptions of Research Respondents.

Category	Detail	Amount	Percentage (%)
Gender	Men	79	39.5
	Woman	121	60.5
Age (years)	20-29	78	39
	30-39	64	32
	40-49	45	22.5
	50-59	15	7.5
Level of education	Diploma	62	31
	Bachelor	88	44
	Masters	50	25
Working period (years)	< 5	32	16
	5-10	48	24
	11-20	51	25.5
	> 20	69	34.5
Income level (million)	< 5	89	44.5
	5-10	51	25.5
	11-15	46	23
	> 15	14	7

Table 2 presents the demographic characteristics of the 200 respondents involved in this study are detailed as follows. Regarding gender distribution, there were 79 male respondents, accounting for 39.5%, and 121 female respondents, representing 60.5%. The data indicates that the largest segment of respondents fell within the 20–29 age range, comprising 78 individuals, which accounts for 39% of the total. This was followed by the 30–39 age group with 64 participants, representing 32%.

Additionally, there were 45 respondents in the 40–49 age category, making up 22.5%, and 15 individuals aged 50–59, which corresponds to 7.5% of the sample. The data on respondents' education levels revealed that 62 individuals (31%) possessed a diploma, 88 individuals (44%) held a bachelor's degree, and 50 individuals (25%) attained a master's degree.

Respondents' work experience varied, with 32 (16%) having less than 5 years of work experience, 48 (24%) having worked for 5–10 years, 51 (25.5%) having worked for 11–20 years, and 69 (34.5%) having worked for more than 20 years. In terms of monthly income, the majority of respondents (89) had an income of less than 5 million rupiah, followed by 51 (25.5%) with an income of 5–10 million rupiah, 46 (23%) with an income of 11–15 million rupiah, and 14 (7%) with an income of more than 15 million rupiah. Table 2 represents the diversity of respondent profiles, providing a contextual overview of the research data.

4. RESULTS AND DISCUSSION

The respondents consisted of 200 individuals with diverse gender composition, namely 79 men (39.5%) and 121 women (60.5%). The age range of respondents varied, with the majority being in the 20-29, 30-39, 40-49, and 50-59 age groups of 78 (39%), 64 (32%), 45 (22.5%), and 15 (7.5%) people, respectively. In terms of education, a total of 88 (44%), 62 (31%), and 50 (25%) had Bachelor's degrees, Diplomas, and Master's degrees, respectively. The length of service of the respondents also varied, with more than 20 years and between 11-20 years for 69 (34.5%) and 51 (25.5%) people, respectively.

Meanwhile, 48 (24%) and 32 (16%) people have work experience between 5-10 years and less than 5 years, respectively. Regarding income, 89 (44.5%), 51 (25.5%), 46 (23%), and 14 (7%) people are in the categories of less than 5 million per month, 5-10 million, 11-15 million, and more than 15 million, respectively. These demographic data provide a broad image of the profile of respondents. Insights are also provided into the effect of gender, age, education, length of service, and income on employee engagement among state civil servants.

4.1. Outer Model Measurement

The data obtained from the research questionnaire were processed using SmartPLS version 3.2.9 application with processing guidelines. The validity and reliability tests were conducted to measure the outer model. The loading factor determines convergent validity and AVE. In this context, the loading factor is above 0.7, and the AVE value is 0.5. According to Ghozali (2014), the model reliability test is indicated by the values of Cronbach's alpha and composite reliability (CR), which are higher than 0.7. The following provides an explanation of the measurements of the outer model presented in Figure 2 and Table 3.

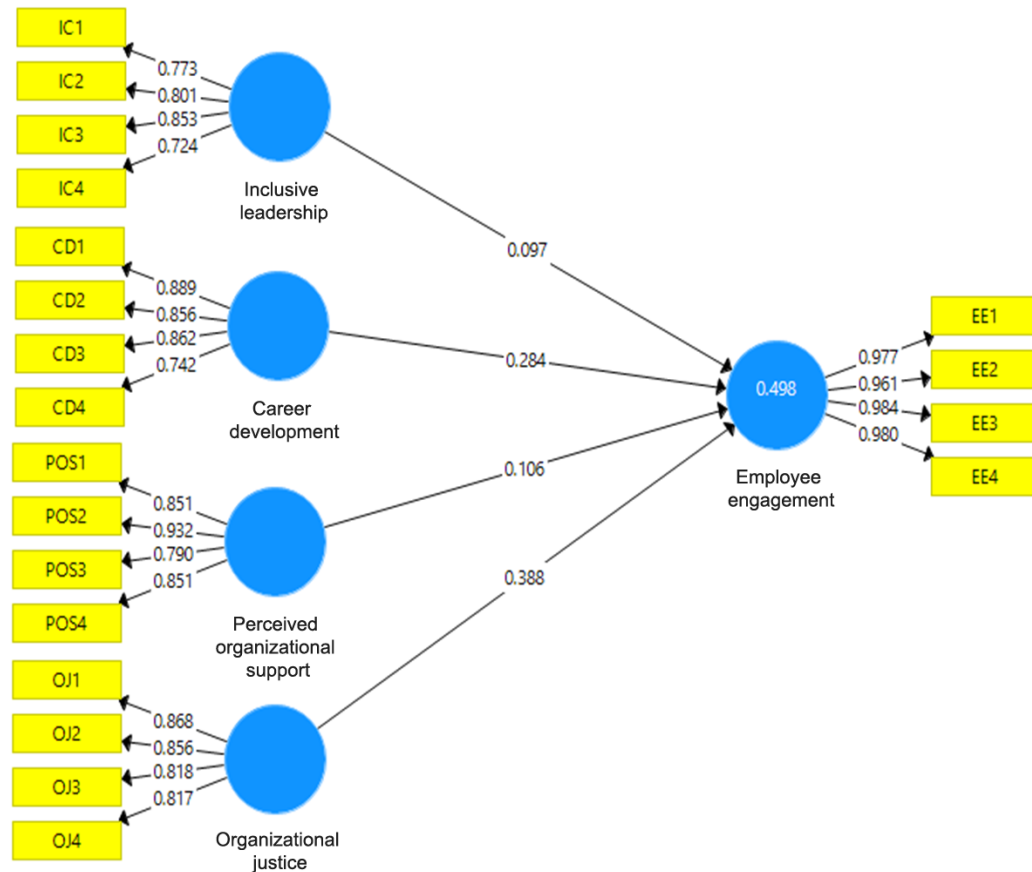


Figure 2. Outer model display.

Table 3. Outer model results.

Construct/Item	Code	Outer loadings	Cronbach's alpha	CR	AVE
Inclusive leadership			0.797	0.868	0.623
Awareness of diversity	IC1	0.773			
Acceptance and appreciation	IC2	0.801			
Collaborative decision-making	IC3	0.853			
Empowerment	IC4	0.724			
Career development			0.858	0.905	0.705
Career planning	CD1	0.889			
Skill development	CD2	0.856			
Career opportunities	CD3	0.862			
Work-life balance	CD4	0.742			
Perceived organizational support			0.879	0.917	0.736
Social support	POS1	0.851			
Instrumental support	POS2	0.932			
Informational support	POS3	0.790			
Reward support	POS4	0.851			
Organizational justice			0.861	0.905	0.705
Distributive justice	OJ1	0.868			

Construct/Item	Code	Outer loadings	Cronbach's alpha	CR	AVE
Procedural justice	OJ2	0.856			
Interactional justice	OJ3	0.818			
Interpersonal justice	OJ4	0.817			
Employee engagement					
Affective engagement	EE1	0.977	0.983	0.987	0.952
Cognitive engagement	EE2	0.961			
Behavioral engagement	EE3	0.984			
Social engagement	EE4	0.980			

In the validity test presented in Table 3, the value of each loading factor on the indicators of inclusiveness, career development, perceived organizational support, organizational justice, and employee leadership engagement was above 0.7, and the AVE value was above 0.5. For Cronbach's alpha and CR, the values for each variable were above 0.7, indicating that the research variables had good reliability. These values can be used as an overview that the condition of the relationship between variables was also good.

Table 4. Discriminant validity results.

Research Variables	Career development	Employee engagement	Inclusive leadership	Organizational justice	Perceived organizational support
Career development	0.839				
Employee engagement	0.570	0.975			
Inclusive leadership	0.631	0.538	0.789		
Organizational justice	0.491	0.626	0.587	0.840	
Perceived organizational support	0.319	0.379	0.317	0.390	0.858

Based on the Fornell-Larcker criteria presented in Table 4, this study meets the requirements for discriminant validity. This is demonstrated by each construct having a higher correlation with its own indicators compared to other constructs. Thus, each construct can be adequately distinguished, making a unique contribution to the research variables.

4.2. Inner Model Measurement

Next, the inner model was measured using a bootstrapping procedure with SmartPLS 3.2.9 software. This analysis produced two main outputs: the significance value of the relationship between variables and the R-squared value. The R-squared value reflects the extent to which exogenous variables can explain the endogenous variables in the research model. According to Chin, Peterson, and Brown (2008), there are three categories of R-Square, namely when the value is 0.19, 0.33, and 0.67. The relationship between exogenous variables forming endogenous variables is weak, moderate, and strong, respectively. Meanwhile, Ghozali (2014) stated that when the R-Square value was more than 0.67, the relationship between endogenous and exogenous variables is strong.

Table 5. R-square value.

Notes	R-square	R-square adjusted
Employee engagement	0.498	0.487

Based on Table 5, an R-Square value of 0.498 is obtained for the endogenous variable of employee engagement in the Partial Least Squares structural equation modeling (PLS-SEM) model. Therefore, 49.8% of the variation in employee engagement can be explained by the independent variables. This indicates that the model can moderately explain the variability of employee engagement. The factors included in the model influenced half of the variation in

employee engagement. In contrast, the remaining variation may be influenced by other variables not included in the analysis. The following tests the F-Square value used to measure changes in the R-Square when a particular construct is removed to evaluate the substantive impact on the endogenous construct. According to [Hair et al. \(2014\)](#), the F-Square value is 0.02, 0.15, and 0.35 for a small, medium, and significant effect, respectively. Based on 6, the influence of career development, inclusive leadership, organizational justice, and organizational support on the employee engagement variable has F-Square values of 0.092, 0.015, 0.178, and 0.024, respectively.

Table 6. F-square value.

Research Variables	Career development	Employee engagement	Inclusive leadership	Organizational justice	Perceived organizational support
Career development		0.092			
Employee engagement					
Inclusive leadership		0.015			
Organizational justice		0.178			
Perceived organizational support		0.024			

4.3. Hypothesis Testing

A significance test is conducted to evaluate the hypothesis regarding the relationship between exogenous and endogenous variables. The p-value between these variables is less than 0.05, with a significance level of 5%. Therefore, the exogenous variable has a significant effect on the endogenous variable. For a p-value greater than 0.05, the exogenous variable does not have a significant effect on the endogenous variable.

Table 7. Hypothesis test results.

Hypothesis	Coefficient	Standard deviation	t-count	P-value	Conclusion
Inclusive leadership>>Employee Engagement	0.097	0.065	1.496	0.135	Rejected
Career development>>Employee engagement	0.284	0.078	3.635	0.000	Accepted
Perceived organizational Support>>Employee engagement	0.106	0.042	2.528	0.012	Accepted
Organizational justice>>Employee engagement	0.388	0.069	5.659	0.000	Accepted

The findings of hypothesis testing regarding the impact of career development, perceived organizational support, inclusive leadership, and organizational justice on employee engagement are presented in [Table 7](#). A p-value of 0.135, which exceeds the 0.05 significance level, indicates that inclusive leadership has a positive but negligible impact on employee engagement.

Conversely, a p-value of 0.000 demonstrates that career development has a significant positive effect, emphasizing its vital role in enhancing employee engagement. Additionally, with a p-value of 0.012, perceived organizational support significantly influences engagement, confirming the importance of organizational support in fostering employee dedication. Furthermore, organizational justice shows the most substantial positive effect (p-value = 0.000), underscoring that fairness in organizational practices considerably strengthens employee engagement. Collectively, the results in [Table 7](#) provide empirical evidence that, although leadership inclusivity alone may not directly promote engagement in a rigid bureaucratic context, structured career development, organizational support, and justice are critical drivers of employee engagement among civil servants.

4.4. Discussion

The results of data analysis based on the direct influence between inclusive leadership variables on employee engagement obtained a positive but insignificant influence. According to observations in the object and interviews with several respondents, the factor causing inclusive leadership not to have a significant influence on employee engagement in state civil servants is the complexity of the bureaucracy and the rigid hierarchical structure in the environment. Although inclusive leadership encompasses the participation of every member of the team, the importance of the active participation of everyone is often lost in the rigid bureaucratic structure of the organization (Choi et al., 2015; Parku, Obuobisa-Darko, & Asiedu, 2022). This creates a gap in the inclusive method of leadership crafted for such leaders. The state civil servants are submerged in rigid bureaucratic workflows that stifle the creativity and innovation that are the hallmarks of the inclusive leadership methodology. Moreover, the ignorance and underestimation of the inclusive values by state civil servants are potential barriers to the impact of inclusive leadership. Advocates of inclusive principles face the risk of being stifled by a dominant organizational culture that is resistant to change (Cenkci et al., 2021; Malik et al., 2017). The current conversation is concerned with situating leadership practices in the public sector and the institutional and policy environment underpinning their practice. The revised version emphasizes that a civil servant's engagement is not a product of leadership alone but a change in bureaucratic governance structures and policies enabling more inclusive leadership to engagement. This addition deepens the theoretical and practical insights the research offers in connecting leadership practices to environment policies of a bureaucratic nature.

The data analysis, based on the direct influence between career development variables and employee engagement, indicates a positive and significant impact. The results demonstrate that effective career development assists civil servants in determining their future and achieving long-term visions, such as the golden generation of 2045. This process fosters a stronger emotional bond between civil servants and the organization, thereby increasing engagement (Jia-Jun & Hua-Ming, 2022; Pronajaya, Anindita, & Pamungkas, 2021). Civil servants tend to feel more appreciated and motivated when allowed to develop skills, knowledge, and a clear career path. Additionally, career development allows civil servants to take on more challenging and meaningful roles to increase job satisfaction. In a bureaucratic environment characterized by rigid routines and procedures, the opportunity to develop and move up the career ladder offers the variety and challenges needed to maintain the spirit and enthusiasm of civil servants. The contributions of employees are recognized and appreciated with a clear career development path (Muchibi et al., 2022) and more enthusiasm in supporting long-term goals (Wiyanto et al., 2024).

The results, based on the direct influence between perceived organizational support and employee engagement, indicate a positive and significant impact. These findings provide essential information that organizations supporting the welfare and needs of individual civil servants enhance their sense of loyalty and attachment to the organization (Alshaabani, Naz, Magda, & Rudnák, 2021; Nawaz & Qayyum, 2022). Perceived organizational support also strengthens the belief that contributions are appreciated, increasing inclusion in work and commitment to achieving national objectives such as the golden generation of 2045. Additionally, the variable creates a more positive and conducive work environment for civil servants to innovate and collaborate. In this context, civil servants feel more confident in taking the initiative, conveying new ideas, and actively developing strategic projects supporting the vision of the golden generation of 2045. Support from the organization can also reduce the stress and uncertainty faced in a bureaucratic work environment to increase productivity. This strengthens engagement because employees feel supported in the technical aspects of work as well as the emotional and psychological aspects (Aldabbas, Pinnington, & Lahrech, 2023) essential for building a long-term commitment to the organization and the mission (Priskila et al., 2021).

The data analysis, based on the direct influence of organizational justice on employee engagement, indicates a positive and significant impact. These results confirm that the perceived justice factor within the organization fosters a sense of trust and satisfaction among state civil servants. A sense of justice is essential in creating a

positive work environment where employees feel respected and appreciated for their contributions (Bekmezci et al., 2022; Kang & Sung, 2019). This increases inclusion in work because the efforts are recognized and rewarded equally. Similarly, perceived organizational justice strengthens the sense of responsibility of state civil servants in supporting goals, including achieving the golden generation of 2045. There is increased motivation to actively participate in various strategic initiatives and programs when the process of performance appraisal, promotion, and distribution of resources is carried out fairly. This perceived justice also reduces the potential for conflict and dissatisfaction interfering with productivity. Therefore, employees are more focused on collective efforts to achieve long-term goals (Ohiorenoya & Eguavoen, 2019; Piotrowski et al., 2021). In the context of moving towards the golden generation of 2045, organizational justice is a critical element ensuring that state civil servants remain committed to implementing the grand vision.

5. CONCLUSION

The data illustrates how career advancement opportunities, perceived organizational support, and organizational justice positively and significantly contribute to employee engagement within the State Civil Apparatus, serving as the essential pillars to support fostering engagement and retention over time. The career development process is delineated as a guide providing recognition and a measure of sustained motivation. Support and fairness enhance trust, satisfaction, and productivity. The impact of inclusive leadership was positive but statistically insignificant, suggesting that the impact of inclusive leadership is fundamental in conjunction with other tactics, more so within bureaucratic environments. These findings provide evidence-based guidance for development policy in Asia. Higher engagement with civil servants positively fuels internal organization dynamics, improves organizational governance, governance efficiency, accelerates the attainment of Indonesia's Vision 2045, and strengthens public trust in government institutions. By emphasizing equitable career advancement opportunities, organizational support, and treatment, civil services in the region can expect a workforce that is professional, highly motivated, and dedicated to fostering sustainable development.

Nevertheless, this study acknowledges its limitations, as the results are drawn from a specific regional context in North Sumatra and focus on selected variables. This study acknowledges that the data were collected from one municipality and one district in North Sumatra, which may limit the representativeness of the findings. The specific cultural norms, administrative practices, and structural characteristics embedded in the local bureaucracy could have influenced the perceptions and responses of civil servants. As such, the results may capture contextualized dynamics of employee engagement that are not necessarily reflective of the broader population of civil servants across Indonesia or in other comparative settings. The results of this study note that although the model explains nearly half of the variation in employee engagement, its predictive power remains moderate, suggesting that additional variables such as job satisfaction, work-life balance, and broader organizational culture may further enhance its explanatory capacity.

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