Exploring Job Satisfaction Behavior as an Antecedent and Moderating Variable of Work Engagement in the Public Sector

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Abstract

This study investigates the role of multifaceted job satisfaction as an antecedent variable and moderating factor influencing work engagement in the public sector. Drawing upon Bakker and Demerouti's (2007) model, the research adapts Spector's (1997) job satisfaction measurement constructs and tests them on a sample of 1484 employees. Employing a mixed-methods approach with a cross-sectional design, the study focuses on identifying key drivers of work engagement in the aftermath of the COVID-19 pandemic. All dimensions are constructed based on qualitative exploration through Focus Group Discussions (FGD) involving 122 respondents, and item formulation is guided by the mapping of dimensions using In-Vivo software. The study employs bootstrapping techniques, revealing a Structural Equation Modeling (SEM) result with a Standardized Root Mean Residual (SRMR) value of 0.054 (<0.08), indicating a perfect fit for the model. All path coefficient indices exhibit a P-Value of 0.000 (<0.05), signifying the acceptance of all proposed relationships in the study. The findings contribute to understanding the intricate interplay between job satisfaction, personal factors, organizational factors, and work engagement, providing valuable insights for practitioners and policymakers in the public sector post-COVID-19.

Keywords: *Work Engagement, Job Satisfaction, JD-R, Employee Engagement, COVID-19, Pandemic*

INTRODUCTION

Numerous academics have reevaluated the major key drivers of work engagement since the onset of the COVID-19 pandemic in 2019. During COVID-19, numerous studies identified new essential drivers for work engagement; nevertheless, whether these aspects are still relevant when the epidemic is over must be determined. Several research findings from the COVID-19 period identified new key drivers, including technology, familial factors, a distracted environment, and social isolation, among others [1; 2; 3].

There have yet to be many studies on the connection between multi-faceted job satisfaction and post-pandemic work engagement, according to literature reviews and keyword searches conducted using the Vosviewer tool. Therefore, this study will help adapt the job satisfaction multi-facets [4] to the post-pandemic scenario. This investigation contributes to the expanding field of research on the factors that influence work engagement [5] by examining the relationship between job satisfaction factors [4] and work engagement [5]. Organizations are expected to benefit from focusing on the

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long-lasting job satisfaction literature and combining it with the newly emerging work engagement concept to understand the key drivers of employee engagement, an ongoing issue in today's organizations, particularly in post-pandemic situations.

The study aims to examine the applicability of the findings of work engagement key drivers during the COVID-19 era to the pandemic situation post-COVID-19. By incorporating new factors appropriate to the post-pandemic context and creating a model of the key factors that drive engagement, this study aims to evaluate job satisfaction constructs as an antecedent as well as a moderator variable between organizational-personal factors on work engagement [6; 7]. One thousand four hundred eighty-five (1484) respondents working in the public sector will be utilized to investigate this proposal. The rest of this essay is organized as follows. The theoretical basis that led to the hypotheses is presented in the "Theory" section. The procedure for testing our idea will be discussed in the "Method" section. The "Results" section will include the analyses' findings. Finally, we examine several directions for more study on work engagement in the public sector in the "Discussion" section.

Conceptual Model Development
Job Satisfaction as An Antecedent of Work Engagement

[8] noted that for a corporation to succeed, the correct effort must be made to sustain its people resources. Engagement is a work attitude that contributes most to predicting organizational performance [9]. [10] came to a similar conclusion, stating that employee satisfaction is a barometer of rising organizational performance and that employee satisfaction has an impact on employee motivation and productivity. The level of employee job satisfaction is evidenced by the fact that employees strive to perform their duties correctly and regularly, work diligently, and aim to remain with the firm for a long time, which has consequences for boosting company earnings [11]. In the literature, there are various conceptualizations of work engagement. [12] define work engagement as a happy, fulfilled, and work-related mental state characterized by excitement, commitment, and appreciation. [13] is one of the first studies to focus on engagement aimed towards a factor other than job satisfaction. It also focuses on the job and organizational engagement of employees. The type of employee engagement that this study focuses on is the work engagement construct because it is the only one among all these different conceptualizations that have received the most empirical support through validation across numerous contexts and countries, as well as extensive discussion in the academic literature.

Job satisfaction is defined as a positive attitude which reflects how much an employee likes or dislikes their job [4; 14] or positive emotion that employees develop regarding their activity [15]. It requires evaluating the 'emotional state', which results from what an employee perceives, feels and thinks about his/her job [16]. Job satisfaction is a multi-faceted construct since employees may have different feelings towards various aspects of their job [17; 18; 4]. According to some studies, job satisfaction is an antecedent of work engagement [19; 20; 21; 22]. Previous studies [23 ; 24; 25; 26] demonstrate a strong positive relationship between work engagement and job satisfaction in the context of heavy work investment. High job satisfaction workers frequently exhibit greater work engagement [27; 28]. Job satisfaction is often

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considered an essential and robust predictor of job performance [29; 30; 26]. Satisfaction with many facets of one's employment is crucial for workers to become energetic, dedicated, and absorbed [31]. Therefore we consider that,

Proposition a: Job satisfaction is an antecedent or key driver of work engagement, namely vigor, dedication, and absorption.

Reflective Construct of Job Satisfaction in The Post Pandemic Context
In this study, we specifically examine public sector job satisfaction indicators in the post-pandemic scenario. We held focus groups with 122 respondents who were public workers at all levels, from staff to directors. [4] developed the construct we use, and respondents agreed on seven components—the nature of the work, working conditions, pay and benefits, promotions, supervisors, and coworkers—and added two more in light of their personal experiences with the pandemic. These two additional components were the acquisition of new knowledge and skills as well as health support. Respondents believed that the system for acquiring knowledge and skills after the pandemic was not in line with the expectations of the post-pandemic labour market. Health support is a new component that can promote employee happiness, which has not previously been a factor. Respondents concurred on dividing organizational and personal elements into two categories for rewards and communication components [32].

The nature of work is the primary factor in job satisfaction. A positive work environment will increase work engagement [13; 33]. Psychologically relevant jobs are associated with more engaged workers [34; 35]. Overall, job satisfaction, which is correlated favourably with work engagement [13; 36; 37], measures workplace satisfaction.

Proposition b.1: Work engagement can be increased by satisfaction with the nature of work, a reflected measure of job satisfaction.

The next factor is operating conditions. The term workload, which used by [4] to describe operational conditions, is well-known in the literature. According to studies by [38] [39] [40] [41] and [37], the workload has a negative relationship with work engagement as a job requirement. There is a defence that not all demands are wrong and that workers who face appropriate demands tend to be more enthusiastic about their work [38]. As a result, workers who are happy with their nature of work should be more engaged at work.

Proposition b.2: Work engagement can be increased by satisfaction with operating conditions, a reflected measure of job satisfaction.

Other factors that are also elaborated in this study are pay and benefits satisfaction as well as promotion satisfaction. According to [42], the association between job characteristics and work engagement includes non-monetary rewards—specifically, appreciation of work—as a substantial positive promotion aspect. Instead of concentrating on how employees perceive promotions, [43] evaluate the differences between employees who stayed at their position, were promoted, or departed. They discover a strong correlation between job resources and the work engagement of freshly promoted personnel. Additionally, [44] discover that promotion possibilities positively correlate with work engagement when combined with job autonomy and social

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features; however, the specific effect of promotion prospects on work engagement is not stated. [45] specifically focus on the relationship between work engagement and a comprehensive view of pay, benefits, promotion and rewards.

Proposition b.3: Work engagement can be increased by satisfaction with pay and benefit, which is a reflected measure of job satisfaction.

Proposition b.4: Work engagement can be increased by satisfaction with promotion, a reflected measure of job satisfaction.

Happiness with coworkers and superiors is the next aspect of job satisfaction. According to the Job Demands-Resources (JD-R) paradigm, satisfaction with coworkers and superiors is referred to as "social support" in the job engagement literature. Employee job perceptions are significantly influenced by social components of the work environment, such as having amiable and encouraging coworkers [46]. Employees may lose interest in their work if supervisors and line managers are not seen as accessible and attentive [47]. Coworkers and supervisors play essential roles in various sorts of information acquisition, etc. As a result, social support from coworkers and a supervisor or line manager has been associated with higher work engagement [48; 38; 7; 49].

Proposition b.5: Work engagement can be increased by satisfaction with coworkers, a reflected measure of job satisfaction.

Proposition b.6: Work engagement can be increased by satisfaction with superiors, a reflected measure of job satisfaction.

The respondents' new suggestion for a factor in job satisfaction is the chance to learn new skills and develop existing ones. Employee job satisfaction rises when they can improve their knowledge and abilities while creatively improving company performance [50; 25]. Numerous studies have been done on the relationship between work engagement and the context of upgrading employee knowledge and abilities, demonstrating a strong and advantageous relationship between these concepts [51; 52]. Employee job satisfaction will increase due to the prospect of becoming more effective, capitalizing on knowledge and abilities, and performing better at work; as a result, they will become more involved in their organizational responsibilities and work [53]. In cases of economic crisis, organizations can no longer offer employees the same opportunities for personal growth or knowledge and skills capitalization –[54; 55].

Proposition b.7: Work engagement can be increased by the satisfaction of knowledge and skills development, a reflected measure of job satisfaction.

Health support was the final recommendation made by respondents considering job satisfaction in the post-pandemic environment. Academics from throughout the globe are investigating the effects of the COVID-19 pandemic on the industrialized world. According to a poll by Tower Watson [56], which revealed that employees are concerned about health, safety, and job security, the corporation is concerned about declining employee morale. Concerning mental health, [56] discovered that 63% of the workforce reported losing at least one hour of productivity per day due to stress, while 3% or more reported losing two hours per day. Another effect of COVID-19 is the anxiety of catching and infecting family members. [57] discovered that essential workers feel increased stress owing to increased workload, longer working hours, and

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shorter relaxation periods, as well as the additional concern of contracting the virus and infecting their families. All of these are issues that affect employees' mental health [58]. A massive number of layoffs and salary cuts exacerbated the mental condition of employees, with respondents expressing uncertainty about their jobs, which affected their mental health [59]. According to the findings of these studies, COVID-19 has created an urgent need for enterprises to adjust to shifting circumstances [60]. Companies must be prepared to adapt to new health regulations and adopt ways to preserve their employees' emotional and physical health in light of the COVID-19 issue [61].

Proposition b.8: *Work engagement can be increased by satisfaction with health support, a reflected measure of job satisfaction*.

Moderating Variable Between Organizational-Personal Factors and Work Engagement

Work engagement is frequently examined as a moderating variable between the JD-R model and outcomes [62]. Indeed, [63] extended the JD-R model by incorporating these personal resources, which are psychological characteristics or aspects of the self, in addition to job resources. According to [6], employee satisfaction is determined by two categories: organizational and personal factors. Several studies have found that public employees are primarily motivated by work-related resources such as job content, recognition, autonomy, and exciting work [64; 65]. Job resources positively affect work engagement more than organizational resources, such as professional development possibilities, supervisory assistance, and performance monitoring [66; 67].

This study proposes a model by adapting the JD-R model [7], where job demand becomes a moderator variable between job and personal resources. Job resources are replaced with organizational factors, while personal factors are still used. According to numerous academics [64; 65], public employees are, in fact, primarily motivated by work-related resources, such as job content, recognition, autonomy, and exciting work. Job resources positively impact work engagement more than organizational resources, such as career development possibilities, supervisory assistance, and performance monitoring [66; 67].

To see if adding job satisfaction as a moderator between organizational characteristics and work engagement can improve the influence of these elements in boosting work engagement in government servants, we aim to explore this idea. We also follow the same directionality between job satisfaction and burnout in JD-R Model [5; 7], considering that work engagement is the antipode of burnout [39]. Job satisfaction is a known risk factor for burnout [68], making it more probable to be a moderator between organizational-personal characteristics and work engagement. When employees are more satisfied with different aspects of their jobs and are more engaged at work, the business might start an exchange by providing resources.

Proposition c: Employee job satisfaction in the public sector will improve the influence of organizational and personal elements in fostering work engagement behaviour.

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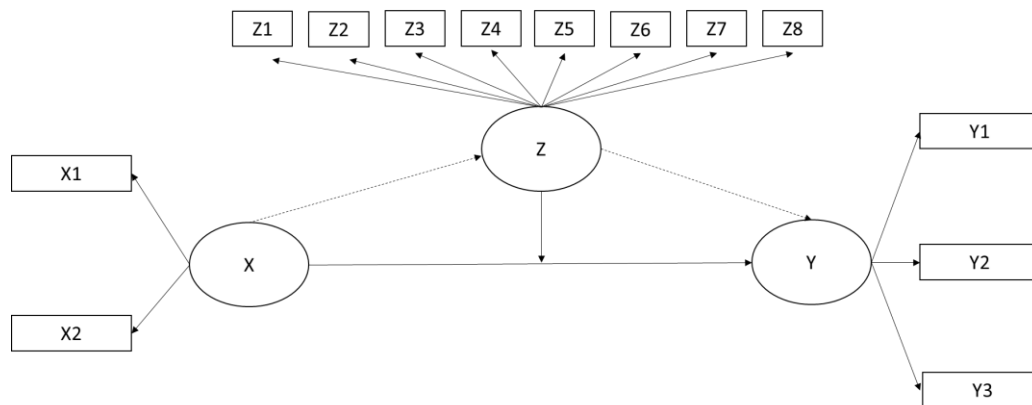Reni Rosari https://orcid.org/0000-0003-0406-2287| rrosari@ugm.ac.id

Figure 1: Structural Model

Note :

X : Organizational-Personal Drivers Of Engagement ; X1 : Organizational factors; X2 : Personal Factors

Y : Work Engagement ; Y1 : Vigor ; Y2 : Dedication ; Y3 : Absorption

Z : Job Satisfaction ; Z1 : Nature of work ; Z2 : Knowledge and skill development ; Z3 : Coworkers ; Z4 : Superior ; Z5 : Pay and benefit ; Z6 : Operating Conditions ; Z7 : Promotion ; Z8 : Healt Support

According to Figure 1, we suggest a conceptual model where job satisfaction serves as an antecedent variable as well as moderating the relationship between organizational-personal factors based on the literature review [7; 5; 4; 6; 62]. Organizational and personal factors can also significantly improve job satisfaction and engagement.

This study's measurement model is two stages with latent variables and manifest variables or indicators. For example, X1 and X2 are latent variables, each with an indicator. Nevertheless, they are simultaneously an indicator of the latent variable X. Likewise, Z1, Z2. For Z, it also applies to Y.

Based on the diagram in Figure 1, there are three models in this structural model, namely:

1. The model of the effect of X on Z. So Z is an endogenous latent variable, while X is an exogenous latent variable.

2. Model of the effect of X and Z on Y. So Y is the endogenous latent variable, while X and Z are the exogenous latent variables.

3. Model of the influence of X, moderated by the variable Z on Y. So Y is the endogenous latent variable, while X is the exogenous latent variable.

METHOD

In order to develop a structural model that explains the relationship between job satisfaction as an antecedent and a variable that moderates key drivers originating from organizational-personal factors [7; 5; 4; 6; 62] in the post-pandemic situation, this research uses mix method with a cross-sectional design [69]. The structural model suggested in this study was tested on a state-owned business, a company in the public sector that meets community demands pension funds, investments, insurance, and banking. One thousand five hundred thirty-nine (1539) questionnaires were sent, and 1507 were returned. Twenty-three (23) respondents left blanks on the survey, which

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were treated as missing values and removed from the overall number of respondents. Therefore, 1484 respondents—or 96% of the total intended respondents—were employed in the study.

The job satisfaction measurement tool was developed using [4] theoretical construct. Seven (7) relevant factors were selected based on exploratory research using the focus group discussion method of 122 respondents who stated satisfaction factors in civil servants. Nature of work, coworkers, superiors, pay and benefits, operating conditions, and promotion are [4] factors utilized in measuring. Based on the findings of the FGD, the following two satisfaction elements are developed: skill and knowledge development [70] and health support [1].

We also create our measurements of organizational-personal characteristics utilizing various theoretical materials. The grand theory of [6; 7] assesses organizational-personal factors. Organizational Factors items are based on the opinions of numerous theories [71; 72; 73; 74; 75; 76; 77; 78]. Personal elements are made up of opinions [79; 78]. To assess work engagement, measuring instruments developed by [5] were used.

Boostsrap was used to estimate the model [80; 81; 82; [83]. A two-step process was used to analyze the data: first, the measurement model was used to determine the validity and reliability of the operationalized measures, and then the links between the latent components were confirmed. Confirmatory factor analyses were carried out to evaluate the outer model's validity and reliability.

RESULTS AND DISDUSSIONS
Results
Demographic
An overview of the demographics of the respondents who took part in this survey is shown in Table 1.

Table 1. Demographics of the respondents

Demographic n = 1484		Frequency	Relative Frequency
Gender	Male	853	57,5%
	Female	631	42,5%
Employment Status	Permanent	1382	93,1%
	Non Permanent	102	6,9%
Working Period	<10 years	766	51,6%
	11 - 20 years	351	23,7%
	21 - 30 years	10	0,7%
	>30 years	326	22,0%
Educational Level	Senior High School	317	21,4%
	Diploma Degree	230	15,5%
	Bachelor Degree	869	58,6%
	Master Degree	67	4,5%
	Doctoral Degree	1	0,1%

Table 1 shows nearly equal numbers of male and female responders (57.5% males, 42.5% women). 58.6% of respondents have a bachelor's degree or above. 93.1 % of responders are permanent employees, and 58.6% have less than ten years of experience.

Reflective Model Measurement
Convergent Validity dan Reliability

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Reflective measurement is the initial PLS-SEM model measurement in the outer model. The measurement model is evaluated based on its validity and reliability [80]. Cronbach's Alpha can be used to measure reliability. This value indicates the consistency of all the model's indicators. The optimal value is 0.8 or 0.9, whereas the minimum is 0.7. The value of c (composite reliability), which has the same meaning as Cronbach's Alpha, is frequently employed in addition to Cronbach's Alpha [84]. Convergent validity and discriminant validity are the two types of validity in PLS-SEM. A collection of indicators must represent both the underlying latent variable and one latent variable in order to have convergent validity. This representation may be shown to be unidimensional by utilizing the average extracted variance value (Average Variance Extracted / AVE) to express it. At least 0.5 or below is the AVE value [85]. The results of estimating the structural model's validity and reliability in this study are presented in Tables 2, 3, and 4.

Table 2. The validity and reliability of the job satisfaction construct

Construct	Item	Measure	1	2	3	4	5	6
Z1: Nature of Work (Spector, 1977)	Z1.1	My job description is clear.	0,738	2,454				
	Z1.2	The company has offered clear and transparent SOPs and work system support to simplify job implementation.	0,744	2,639	0.861	0.861	0.915	0.783
	Z1.3	I have been socialized about the roles and structures in the organization. Thus, I am confident in my knowledge of my responsibilities.	0,763	3,024				
Z2: Knowledge and Skills Development (Koopmans, et al., 2013)	Z2.1	I can utilize the training I received to benefit my work unit.	0,759	2,844				
	Z2.2	I had the chance to share the self-improvement program I required.	0,777	3,524				
	Z2.3	My work has benefited from the company's training.	0,798	4,602	0.929	0.930	0.947	0.780
	Z2.4	The training and development theme has been modified to meet the competency requirements for each position.	0,793	4,205				
	Z2.5	I have enough knowledge to create a self-improvement strategy for my professional progress.	0,764	3,468				
Z3: Coworkers (Spector, 1977)	Z3.1	My team and I can rapidly come to an amicable resolution when problems arise.	0,778	3,379				
	Z3.2	I am proud to be part of my team.	0,763	3,870				
	Z3.3	My work team and I get along.	0,780	4,180	0.941	0.941	0.955	0.809
	Z3.4	Colleagues within the work unit enjoy an open culture that is well-established.	0,798	4,172				
	Z3.5	When I have trouble completing my work, coworkers are willing to encourage and assist me.	0,770	3,994				

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Z4 : Superior (Spector, 1977)	Z4.1	My supervisor is capable of performing his duties well.	0,746	6,602				
	Z4.2	When I am struggling or failing, my superior encourages me.	0,784	8,029				
	Z4.3	My superior consistently invests the time to offer advice, criticism, and/or suggestions for development, thus enhancing my competence, capability, and/or performance.	0,784	6,043	0.968	0.968	0.975	0.887
	Z4.4	My superior provides detailed instructions for work assignments.	0,772	7,046				
	Z4.5	My superiors advised me to advance my career based on an objective work appraisal.	0,779	5,098				
Z5: Pay and Benefit (Spector, 1977)	Z5.1	This company's payroll system corresponds to each employee's grade and level.	0,809	4,178				
	Z5.2	A professional promotion system has been in line with improvements in employee welfare.	0,833	4,773				
	Z5.3	Benefits are being provided to employees in line with my expectations.	0,791	5,185	0.937	0.938	0.953	0.801
	Z5.4	I appreciate when the remuneration at this company has increased.	0,764	4,547				
	Z5.5	I appreciate the benefits this company offers.	0,773	3,020				
Z6: Operating Conditions (Spector, 1977)	Z6.1	The workplace resources used by employees are spread equally across all work units.	0,768	4,044				
	Z6.2	The facilities provided in each work unit area have met each employee's fundamental demands.	0,789	4,393				
	Z6.3	The company has given staff members access to the work tools they need.	0,786	3,464	0.931	0.931	0.947	0.783
	Z6.4	The company fosters an atmosphere at work that might lessen employees' stress.	0,824	4,427				
	Z6.5	The organization's workplace culture encourages a balance between personal and professional obligations.	0,793	3,788				
Z7: Promotion (Spector,1977)	Z7.1	I think there is a proper route to advance my career in this organization	0,827	4,000				
	Z7.2	I'm devoted to advancing my career at this organization	0,764	2,819				
	Z7.3	The company offers precise career planning.	0,805	4,340	0.935	0.936	0.951	0.795
	Z7.4	I had the chance to demonstrate my abilities.	0,833	4,311				
	Z7.5	I have a clear career path ahead of me at this organization which will help me feel secure in my job.	0,822	4,372				

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Z8 : Health Support (Duran & Sanchez, 2021)		Z8.1	Both before and during the epidemic, the corporation offered adequate health facilities.	0,779	3,309			
		Z8.2	Because the office equipment is frequently cleaned, I am efficiently utilizing it.	0,764	2,865			
		Z8.3	The company's occupational health and safety program is regularly revised to reflect the most recent scenario and conditions.	0,818	3,573	0.926 0.928 0.945 0.773		
		Z8.4	I have benefited from the ability to take time off of work when I am unwell due to the Covid-19 dispensation policy.	0,744	3,069			
		Z8.5	When employees want assistance from health services, the corporation responds quickly, especially in emergencies.	0,816	4,529			

Table 3. The validity and reliability of the Organizationaland Personal Factors

Construct	Indicator	Item	Measures	1	2	3	4	5	6
X1 : Organizational Factors (Sageer et al., 2012 ; Bakker & Demerouti, 2007)	Reward Management (Kliestik et al., 2020; Chiang & Birtch, 2011; Bhardwaj et al., 2021; Thant & Chang, 2021)	X1.1	The company has granted rewards based on the quality of the work, the workload, the degree of difficulty, and the number of hours put in.	0,82	3,80				
		X1.2	The company gives special appreciation to the length of service of employees.	0,76	2,58				
		X1.3	The company has developed and executed a fair job incentive program.	0,81	4,15				
		X1.4	I get rewarded when I perform my work above and beyond expectations by coming up with innovations.	0,82	3,74				
		X1.5	When I perform my tasks successfully, management, superiors, or coworkers compliment me.	0,79	3,30				
		X1.6	I have confidence in this company's performance management.	0,86	4,97	0.975	0.976	0.978	0.744
		X1.7	The organization uses a fair and impartial performance evaluation approach.	0,84	5,54				
	Employee Performance Management (Foreman & Money, 1995; Nemțeanu & Dabija, 2021)	X1.8	The performance appraisal tool keeps good records of performance issues.	0,87	5,97				
		X1.9	The company is transparent about expectations, performance standards, and criteria for determining whenever job objectives are fulfilled.	0,85	4,19				
		X1.10	Based on the primary root causes of performance that fall short of the target, management (supervisors, managers, etc.) takes action.	0,83	3,94				

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Construct	Indicator	Item	Measures	1	2	3	4	5	6
	Organizational Culture & Vision (Testa, 1999 ; Albrecth, 2013)	X1.11	This company firmly supports developing a corporate culture that may foster initiative and innovation at work.	0,89	5,36				
		X1.12	The work environment encourages me to complete various tasks per my interests and skills.	0,87	4,58				
		X1.13	Work-life balance has been encouraged by corporate culture.	0,81	3,37				
		X1.14	The company treats me respectfully.	0,86	4,20				
		X1.15	My work life has meaning due to the company's vision, mission, corporate culture, and strategy.	0,89	4,89				
X2 : Personal Factors (Sageer et al., 2012 ; Bakker & Demerouti, 2007)	Professional Expertise (Van der Heijden, 2000)	X2.1	I involve my coworkers early on in a project by soliciting their feedback and points of view.	0,76	2,66				
		X2.2	I can empathize with others and put myself in their situations.	0,80	3,47				
		X2.3	I take responsibility for my mistakes.	0,79	3,79				
		X2.4	I'm thinking of several ways to fix a problem.	0,78	4,20				
	Dedicated Towards Organization (Albrecht, 2013)	X2.5	I can choose a plan of action and develop excellent solutions for decisions.	0,80	4,16				
		X2.6	I am happy to share my work with others.	0,80	4,28				
		X2.7	This company is an excellent place to work.	0,83	5,03	0.965	0.965	0.969	0.722
		X2.8	I'm optimistic about my future at this company. Therefore, I want to give it my all till I retire.	0,83	4,66				
		X2.9	I give my best contribution to the company, especially if the company is facing a crisis.	0,81	4,06				
		X2.10	This business will keep expanding.	0,81	4,05				
		X2.11	The company's organizational culture, both at the headquarters and at any branches or subsidiaries, is closely related to the company's brand.	0,86	4,85				
		X2.12	This business is heading in a better strategic direction.	0,85	4,68				

Table 4. The validity and reliability of the Work Engagement construct

Construct	Indicator	Item	Measures	1	2	3	4	5	6
Y : Work Engagement (Schaufeli et al. 2002)	Y1 : Vigor (Schaufeli et al., 2002)	Y1.1	At my work, I feel that I am bursting with energy	0,87	5,65				
		Y1.2	At my job, I feel strong and vigorous	0,89	6,75				
		Y1.3	When I get up in the morning, I feel like going to work	0,87	4,19	0.945	0.946	0.957	0.786
		Y1.4	I can continue working for very long periods at a time	0,80	2,77				
		Y1.5	At my job, I am very resilient, mentally	0,87	4,34				
		Y1.6	At my work, I always persevere, even when things do not go well	0,83	3,39				

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Y2 : Dedication (Schaufeli et al., 2002)	Y2.1	I find the work that I do full of meaning and purpose	0,89	4,81				
	Y2.2	I am enthusiastic about my job	0,90	5,93				
	Y2.3	My job inspires me	0,89	5,19	0.952	0.953	0.963	0.839
	Y2.4	I am proud of the work that I do	0,88	5,27				
	Y2.5	To me, my job is challenging	0,83	3,14				
	Y3.1	Time flies when I'm working	0,84	3,17				
Y3 : Absorption (Schaufeli et al., 2002	Y3.2	When I am working, I forget everything else around me	0,86	3,95				
	Y3.3	I feel happy when I am working intensely	0,87	4,11	0.928	0.930	0.943	0.735
	Y3.4	I am immersed in my work	0,76	4,15				
	Y3.5	I get carried away when I'm working	0,75	4,30				
	Y3.6	It is difficult to detach myself from my job	0,75	2,89				

Note : 1 = Outer loading (>0.7) ; 2 = VIF (<10) ; 3 = Cronbach's-Alpha (>0.7) ; 4 = Rho_A (>0.7) ; 5 = Composite Reliability (>0.7) ; 6 = AVE ($\geq$0.5)

Tables 2, 3, and 4 show that all items or indicators have outer loading values greater than 0.7, indicating that all items are convergently valid. There is no multicollinearity issue at the outer model level since there are no indications with Outer Model VIF values of more than 10. Latent variable construct reliability is measured using construct reliability. If the research is still in the early stages of development, the value can be considered reliable at a limit of more than 0.6 [80] or above 0.70 [82]. Internal consistency, as defined by [86], reliability assesses an indicator's capacity to capture its latent component. Cronbach's Alpha and composite reliability are the tools used to evaluate this. The projected Cronbach's alpha value is over 0.7 [87], and a composite reliability value of 0.6 to 0.7 is regarded as having good reliability [88]. Tables 2, 3, and 4 show that all constructs have Cronbach's Alpha values greater than 0.6 or even above 0.7, indicating that all of these constructs are reliable.

The purpose of the unidimensionality test is to make sure that there are no measuring issues [89]. UtilizingCronbach's Alpha and composite reliability indicators, a unidimensionality test was conducted. The cut-value for these two indicators is 0.7. The composite reliability score is > 0.7, meaning all constructs have satisfied the unidimensionality criteria according to Tables 2,3 and 4.

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Discriminant Validity

Based on the idea that each indicator must have a high correlation with its construct alone, discriminant validity seeks to ascertain whether a reflective indicator is a good measure of its construct. The correlation between several concept measures should be manageable [87]. Cross-loading values, the Fornell-Larcker Criterion, and Heterotrait-Monotrait (HTMT) are used in the SmartPLS 3.2.7 application's discriminant validity test [90]. The Fornell Larcker Criterion [90] contrasts the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model in order to evaluate discriminant validity. The model is said to have good discriminant validity if each construct's AVE square root value is higher than the correlation value between the constructs and other constructs in the model [82]. Table 5 displays the findings of the correlation between variables versus the AVE's roots.

Table 5. Fornell-Larcker Criterion

	X1	Y2	X	Z8	Y1	Z3	Z	Z4	Y3	Z6	X2	Z1	Z7	Z2	Z5	Y
X1	0.863															
Y2	0.789	0.916														
X	0.972	0.858	0.826													
Z8	0.826	0.739	0.848	0.879												
Y1	0.821	0.894	0.881	0.764	0.886											
Z3	0.741	0.716	0.778	0.733	0.719	0.900										
Z	0.904	0.794	0.911	0.893	0.818	0.865	0.784									
Z4	0.700	0.614	0.700	0.656	0.626	0.740	0.821	0.942								
Y3	0.752	0.854	0.810	0.696	0.847	0.659	0.750	0.561	0.857							
Z6	0.836	0.686	0.818	0.810	0.724	0.689	0.896	0.650	0.657	0.885						
X2	0.855	0.875	0.953	0.805	0.885	0.761	0.845	0.641	0.817	0.828	0.850					
Z1	0.745	0.689	0.762	0.710	0.698	0.740	0.846	0.669	0.651	0.720	0.719	0.885				
Z7	0.855	0.764	0.865	0.812	0.783	0.729	0.909	0.692	0.725	0.805	0.806	0.718	0.892			
Z2	0.784	0.688	0.781	0.728	0.808	0.734	0.882	0.685	0.665	0.742	0.712	0.778	0.783	0.883		
Z5	0.832	0.669	0.822	0.782	0.702	0.691	0.888	0.640	0.646	0.837	0.741	0.710	0.798	0.739	0.895	

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																0.844
Y	0.826	0.959	0.892	0.769	0.961	0.733	0.826	0.630	0.942	0.724	0.901	0.713	0.795	0.720	0.706	

Note : *X : Organizational-Personal Drivers Of Engagement ; X1 : Organizational factors; X2 : Personal Factors*
Y : Work Engagement ; Y1 : Vigor ; Y2 : Dedication ; Y3 : Absorption
Z : Job Satisfaction ; Z1 : Nature of work ; Z2 : Knowledge and skill development ; Z3 : Coworkers ; Z4 : Superior ; Z5 : Pay and benefit ; Z6 : Operating Conditions ; Z7 : Promotion ; Z8 : Healt Support

Table 5 shows that for each construct, all AVE (Fornell-Larcker Criterion) roots are more significant than the correlation with other variables. For instance, X1 is 0.744 according to Table 3's PLS Construct Reliability and Validity Table. Thus, AVE CONS has a root of 0.863. Conclusion regarding this model: There is no multicollinearity between indicators, and all items or indicators have complied with the requirements for validity and reliability. The analysis of the PLS model comes next.

Path Analysis
Results of the study indicate that the Structural Equation Modeling (SEM) analysis yielded a Standardized Root Mean Residual (SRMR) value of 0.054 for the saturated model and 0.057 for the estimated model, as presented in Table 6. The SRMR values suggest a close fit between the proposed model and the observed data, reinforcing the model's adequacy in explaining the relationships among the variables under investigation. The proximity of these values to the commonly accepted threshold of 0.08 indicates a high level of model fit. This finding underscores the robustness and appropriateness of the adapted Bakker and Demerouti model, affirming its applicability to the context of job satisfaction, work engagement, and their associated factors in the public sector.

Tabel 6. SRMR Index

Index	Saturated Model	Estimated Model
SRMR	0,054	0,057

Upon examining the SRMR values, the next step involves assessing the significance of the path coefficients, as illustrated in Table 7. These coefficients represent the strength and direction of the relationships between the variables in the proposed model. A close scrutiny of the P-values associated with each path coefficient is essential in determining their statistical significance.

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Table 6. Path Analysis (Total Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational-Personal (X) -> Work Engagement (Y)	0.902	0.903	0.015	58.307	0.000
Organizational-Personal (X) -> Job Satisfaction (Z)	0.911	0.912	0.007	121.533	0.000
Job Satisfaction (Z) -> Work Engagement (Y)	0.986	0.985	0.046	101.874	0.000
Mod_Z_Y -> Work Engagement (Y)	0.914	0.914	0.023	110.613	0.000

In this study, all path coefficients exhibited P-values of 0.000, which are below the conventional significance threshold of 0.05. This implies that all proposed relationships in the model are statistically significant. The findings suggest robust support for the hypothesized connections between job satisfaction, personal factors, organizational factors, and work engagement in the public sector. The observed significance of these coefficients adds confidence to the validity of the model, reinforcing the understanding that the specified factors indeed play crucial roles in influencing work engagement post-COVID-19.

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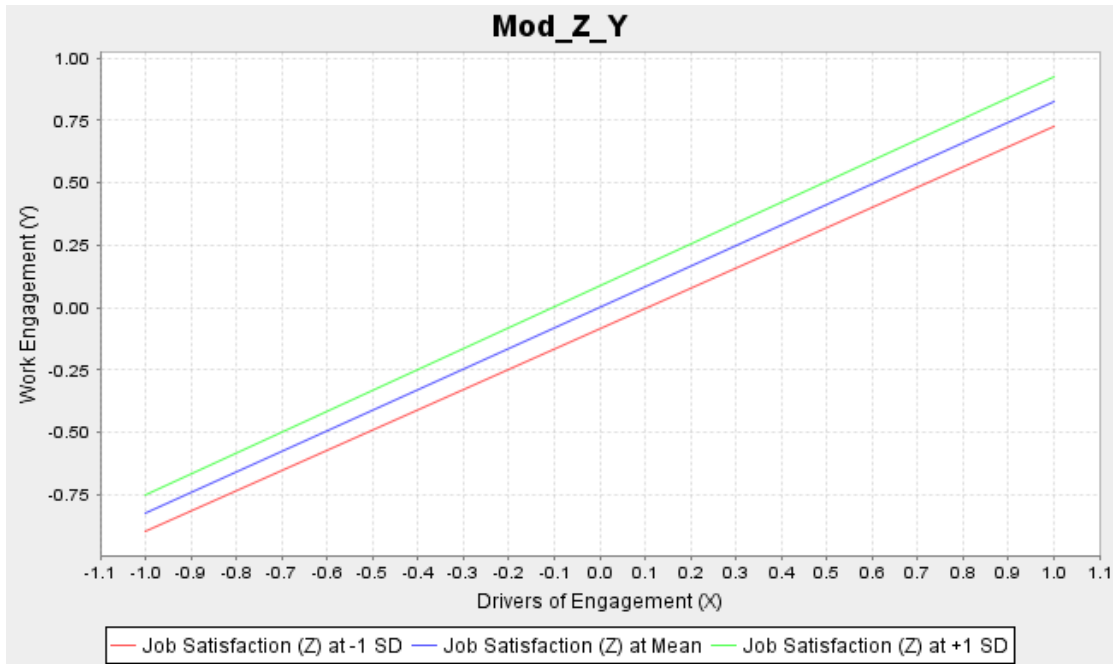
Figure 2. The relationship between the variables.

Figure 2 demonstrates a linear relationship between each aspect, with a more substantial impact of organizational and personal elements forming work engagement behaviour as job satisfaction rises.

Predictive Relevance or Q Square (Q^2)
$Q^2 > 0$ indicates that the observed values have been accurately reconstructed, so the model has predictive importance. While the value of $Q^2 < 0$ indicates that there is no predictive relevance. The value of Q^2 is used to determine the structural model's relative effect on observational measurements of latent dependent variables (endogenous latent variables). The model's Q2 findings are displayed in Table 7.

Table 7. Predictive Relevance

	SSO	SSE	Q² (=1-SSE/SSO)
Y	25.228.000	11.058.292	0.562

According to [88], the Q^2 value > 0.05 denotes the model's correct predictive relevance to certain constructs, whereas the Q^2 value < 0.05 denotes the model's lack of predictive relevance. One must consider prediction relevance to determine whether or not the predictions made are relevant. Q Square is used in the PLS-SEM computation. Based on the Q Square value in Table 7, predictions for all variables in this model are valid or accurate ($Q^2 > 0.05$).

Discussion
The study's model is declared to be fit with a commendable SRMR value of 0.054. Moreover, the significance of the path coefficients is underscored by the P values of 0.000, all exceeding the threshold of 0.05, and t-Statistics $\geq$ 1.96, reinforcing the

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robustness of the proposed relationships. The results of this investigation demonstrate the model's fit and the fact that every variable has predictive value for the latent construct. All items have demonstrated high reliability and validity indices. Therefore, all propositions are viable. This model explores the differential between satiation and activation regarding job satisfaction as an antecedent of work engagement. Work engagement is a motivational condition associated with activation, whereas job satisfaction is an emotional evaluation of the job and is linked to the satiation state [91; 21]. This indicates that after evaluating their work, employees are prepared to enter a motivational state or become involved, or they may not be, depending on their level of satisfaction.

Additionally, the description of job satisfaction in this research model as a moderator variable is consistent with the theory from [92], which contends that positive work attitudes are predicted by reciprocity-based relationships between an organization and its employees in the context of job satisfaction. Employees may therefore provide higher levels of work engagement to the organization when they are happy with the various aspects of their jobs. This model also extends comparable findings from the JD-R [7] model, in which job demands are replaced with work satisfaction as the antipode of job demand [39].

The findings of the study substantiate Proposition a, revealing a significant positive relationship between job satisfaction and the dimensions of work engagement, including vigor, dedication, and absorption. This aligns with established literature and supports the contention that content and satisfied employees are more likely to exhibit heightened levels of work engagement. The study further corroborates Proposition b by identifying specific facets of job satisfaction that contribute significantly to enhanced work engagement. Notably, satisfaction with the nature of work, operating conditions, pay and benefits, promotion opportunities, relationships with coworkers and superiors, knowledge and skills development, and an unexpected addition - health support. The latter, a novel finding postulated beyond [4] original framework, suggests that post-pandemic contexts introduce health-related support as a crucial factor in bolstering work engagement. The research affirms Proposition c, emphasizing that employee job satisfaction acts as a catalyst in amplifying the impact of organizational and personal elements on work engagement behavior in the public sector. This underscores the integrative role of job satisfaction in shaping the overall work experience, particularly in a public sector setting.

A notable contribution of this study is the identification of health support as a distinct factor influencing job satisfaction and subsequently impacting work engagement. This finding deviates from [4] original conceptualization of job satisfaction but aligns with the evolving dynamics post-pandemic. The inclusion of health support as a crucial factor highlights the changing landscape of work priorities and employee well-being in the wake of global health crises. The identification of health support as a novel factor influencing job satisfaction and subsequently enhancing work engagement in the public sector holds significant implications for both practitioners and policymakers. Acknowledging the importance of health support in the post-pandemic work environment, organizations can tailor their strategies to prioritize employee well-being.

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This may involve implementing health and wellness programs, flexible work arrangements, and mental health initiatives to foster a supportive and engaging workplace.

For practitioners in public sector management, integrating health support measures into existing frameworks of job satisfaction can contribute to a more holistic approach to employee satisfaction and engagement. As the public sector often plays a crucial role in societal well-being, ensuring the health and satisfaction of its workforce can have broader positive implications for service delivery and community impact.

The identification of health support as a distinct factor in the realm of job satisfaction opens avenues for further research to deepen our understanding of its nuanced impacts. Future studies could delve into the specific mechanisms through which health support influences job satisfaction and subsequently work engagement. Exploring variations in the effectiveness of health support interventions across different organizational cultures and structures may provide valuable insights for tailored strategies.

Additionally, comparative research across sectors and industries could illuminate whether the significance of health support in job satisfaction and work engagement extends beyond the public sector. Understanding the universality or context-specific nature of this relationship would contribute to the generalizability of findings and inform broader management practices. Moreover, investigating the long-term effects of health support on employee retention, performance, and overall organizational outcomes could provide a more comprehensive understanding of its organizational impact. This may involve longitudinal studies that capture the sustained influence of health support initiatives over time.

CONCLUSION

In conclusion, the inclusion of health support as a pivotal factor in job satisfaction and work engagement presents an exciting avenue for future research. As organizations navigate the evolving landscape of employee priorities, further exploration of this variable promises to enrich our understanding of the multifaceted dynamics shaping employee engagement in the post-pandemic era.

Limitations: While this study provides valuable insights into the relationships between job satisfaction, personal and organizational factors, and work engagement in the public sector post-COVID-19, there are inherent limitations that should be acknowledged. Firstly, the cross-sectional design of the study limits our ability to establish causality between variables. Longitudinal studies could provide a more nuanced understanding of the dynamic nature of these relationships over time. Additionally, the reliance on self-reported data may introduce common method bias, impacting the accuracy of the results. Future research could benefit from incorporating objective measures or alternative data sources.

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Furthermore, the study's focus on the public sector may limit the generalizability of the findings to other organizational contexts. Different sectors may exhibit unique dynamics that influence job satisfaction and work engagement differently. Lastly, the qualitative phase involving Focus Group Discussions (FGD) may introduce subjectivity in the interpretation of responses. Efforts were made to mitigate this through rigorous analysis; however, potential bias should be acknowledged.

Suggestions for Future Research: To address these limitations and contribute to the evolving literature on job satisfaction and work engagement, future research endeavors may consider adopting a longitudinal approach to capture the temporal dynamics of these constructs. Incorporating diverse samples from various sectors could enhance the generalizability of findings and allow for comparisons across organizational contexts.

Additionally, employing a mixed-methods design from the inception of the study could offer a more comprehensive understanding by triangulating quantitative results with qualitative insights. Exploring the influence of contextual factors specific to different industries and regions may provide a more nuanced understanding of the observed relationships.

Furthermore, researchers are encouraged to explore alternative methodologies to measure job satisfaction and work engagement, such as physiological indicators or observational data, to address potential biases associated with self-reporting. Overall, a more holistic and multi-dimensional approach would contribute to a deeper understanding of the complex interplay between job satisfaction, personal and organizational factors, and work engagement in the post-COVID-19 era.

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