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Analysis of the Relationship Model of Job Embeddedness and Employee Work Engagement of Civil Servants in North Sumatra Province: The Role of Leader-member Exchange and Person–Organization Fit as Predictors

Article Info

Abstract

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

Methodology – This study was conducted on 200 civil servants in North Sumatra Province. The data were collected from an online survey using a 5-point Likert scale following a non-probability sampling method with a purposive sampling technique which was a sampling method. The data was analyzed using Smart-PLS through Structural Equation Modeling (SEM).

Findings – This study's results confirm that job embeddedness, person-organization fit, and perceived organizational support significantly affect employee work engagement. Other research results also confirm that leader-member exchange does not significantly affect employee work engagement.

Originality – This research contributes significantly to the literature on the work engagement of civil servants in North Sumatra Province. Even though the literature on work engagement has developed a lot, research that specifically pays attention to the population of civil servants in this area still needs to be completed. Thus, this research provides a deeper understanding of the factors influencing civil servant work engagement in general and insight into the unique local context and specific characteristics that may influence the relationships between the study variables.

1. Introduction

In a modern business context characterized by rapid and dynamic change, understanding the factors that influence employee engagement and engagement in the workplace has become increasingly important for organizational success (Aldabbas et al., 2023; Pimenta et al., 2024). Job embeddedness and work engagement are two key concepts that highlight the relationship between employees and organizations (Akgunduz & Sanli, 2017). Job embeddedness refers to the degree to which employees feel tied to their organization and work

community (Artiningsih et al., 2023). In contrast, work engagement encompasses employees' energy, dedication, and concentration towards their 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 highlights the interpersonal relationships between leaders and team members, and the quality of these relationships is believed to influence how well employees feel engaged in their work (Silalahi et al., 2022). High involvement in such relationships can strengthen employees' ties to the organization and improve their performance at work (Che et al., 2021; Santalla-Banderali & Alvarado, 2022; Wu et al., 2023).

Apart from leader-member exchange, person-organization fit also plays a vital 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 and the organization's values, goals and culture (Ashfaq, 2021; Gonlepa et al., 2023). Employees who feel that the organization's values and goals align with their values and goals tend to feel more involved and attached to the organization (Moulik & Giri, 2022; Chawla, 2020). Perceived organizational support is another factor influencing the relationship between job embeddedness, work engagement, and other factors (Yang et al., 2020). Perceived organizational support refers to employees' perceptions of how much the organization supports and cares about their welfare (Pimenta et al., 2024; Díaz-Fernández et al., 2023). Employees who feel supported by the organization tend to be more engaged and involved in their work because they feel valued and recognized by the organization where they work (Akgunduz & Sanli, 2017; Tan et al., 2020; Suifan et al., 2019). Previous studies show 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 the organization in strengthening employees' bonds with the organizations where they work. Meanwhile, work engagement is a concept that is increasingly receiving attention in human resource management literature (Adriano & Callaghan, 2020);(Majid et al., 2020).

Previous studies show that employees engaged in their 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). Research has shown that the quality of relationships between leaders and team members plays a vital role in shaping employees' perceptions of organizational support and their level of engagement with the 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. Employees who feel that an organization's values, goals, and culture align with their values and goals tend to have higher levels of engagement in their work (Ashfaq, 2021; Xiao et al., 2020). Apart from the 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). Employees' perceptions of the extent to which the organization supports and cares for their well-being can influence their level of involvement and attachment to the organization.

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 work

engagement, organizations 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 involvement and engagement in the workplace have been proven to significantly impact the quality of products or services produced, customer satisfaction, and the financial performance of organizations. Therefore, understanding the factors influencing job embeddedness and engagement is crucial for an organization's long-term success. The urgency of this research is also reflected in the need to strengthen sustainable and employee-oriented human resource management practices. By identifying the factors influencing job embeddedness and work engagement, organizations can develop more effective strategies to improve employees' quality of work life and create an inclusive and motivating work environment.

Although previous research has identified relationships between these variables, there is still a need to understand more about their complex interactions and their relative impact on job embeddedness and work engagement. Additionally, more research is needed to explore the practical implications of research findings in human resource management. Further research is needed to evaluate how understanding the relationship between job embeddedness, work engagement, and these predictor factors can be translated into HRM strategies and policies that can increase employee engagement and engagement in the workplace. This research analyzes the relationship model of job embeddedness and employee work engagement: the role of leader-member exchange, person-organization fit, and perceived organizational support as predictors. This research will use a quantitative approach to answer the problem. This article is structured based on the structure of introduction, literature review, hypothesis development, research methods, results, and conclusions.

Expectancy Theory

In expectancy theory, employees can expect that engagement in their work (which is influenced by factors such as leader-member exchange, person-organization fit, and perceived organizational support) will produce desired outcomes, such as recognition, rewards, and opportunities for career development (Baakeel, 2019; Ebrahimabadi et al., 2011). When employees believe that their efforts at work will produce the desired results, they tend to be more motivated to engage in more excellent work. In this case, factors such as perceived organizational support may determine employees' expectations about the outcomes they will obtain from their involvement (Chen et al., 2016; Chiang & Jang, 2008; Lee, 2019). Furthermore, expectancy theory highlights the importance of employees' perceptions about the relationship between the effort they make and the results they obtain (Fang, 2021; Chen et al., 2016). For example, when employees feel that their relationships with leaders allow them to receive recognition and support, they tend to be more motivated to engage in those interactions. Additionally, this theory emphasizes the importance of organizational values and goals aligning with employees' values and goals in shaping their expectations about the outcomes of their engagement. Employees who feel that the organization provides a suitable platform to actualize their values and goals tend to be more motivated to engage fully in their work. Expectancy theory also refers to employees' belief that their efforts can achieve desired results.

Job Embeddedness and Employee Work Engagement

Job embeddedness can serve as a strong foundation for employee work engagement, because employees who feel attached to their jobs through various aspects such as relationships with coworkers, family ties at work, and personal investment in the organization, tend to be more

actively involved in their work. Conversely, employees who feel less engaged may not have the same level of engagement in their work (Teng et al., 2021; Khattak et al., 2022). Research by (Yu et al., 2020; Halbesleben & Wheeler, 2008), concluded that job embeddedness is essential in influencing employees' intrinsic motivation and engagement with work. They found that employees who feel connected to the organization tend to have higher work engagement because they contribute significantly to achieving organizational goals. In addition, research by (Tabak & Hendy, 2016; Bhanbhro et al., 2021) shows that job embeddedness can be an important psychological resource for employees dealing with work stress and pressure. Employees who feel connected to the organization tend to have higher levels of work engagement because they feel better able to face work challenges and stay focused on their goals. Longitudinal research by (Harunavamwe & Nel, 2020; Ramaite et al., 2022), shows that job embeddedness can strongly predict changes in work engagement over time. They found that employees who experienced an increase in engagement with the organization also tended to experience an increase in their level of work engagement.

Employees who feel strongly connected to their work tend to demonstrate higher levels of engagement, including high levels of motivation, strong dedication, and deep involvement with the tasks they perform. The relationship between job embeddedness and employee work engagement is not one-way. Although engagement with work can influence employees' levels of engagement, conversely, employees' levels of engagement can also influence their perceptions of engagement with work (Karatepe & Ngeche, 2012; Artiningsih et al., 2023). Another study by (Sandelands, 2018; Coetzer et al., 2019), found that job embeddedness influences employees' perceptions of perceived organizational support, influencing work engagement. Employees who feel connected to the organization are more likely to feel organizational support and be directly involved in their work. Although previous research has identified a positive relationship between job embeddedness and employee work engagement, significant differences can be found in recent research highlighting more specific aspects of this relationship. Several recent studies emphasize the importance of distinguishing between dimensions of job embeddedness, such as social connections, task relatedness, and investment in the organization, and how each dimension influences work engagement (Shehawy et al., 2018);(Lyu & Zhu, 2019);(Shah et al., 2020). This research also expands our understanding of the mechanisms underlying the relationship between job embeddedness and work engagement. Therefore, this study proposes the following hypotheses:

H1: Job embeddedness has a positive effect on employee work engagement

Leader-Member Exchange and Employee Work Engagement

Previous studies have consistently shown that leader-member exchange significantly influences employee work engagement in various organizational contexts. One relevant study was conducted by (Ho & Le, 2023; Aggarwal et al., 2020), which found that the quality of relationships between leaders and team members contributed positively to employee work engagement. Another study by (Aggarwal et al., 2020);(Lie et al., 2022), found that the quality of the relationship between leaders and team members, as measured through leader-member exchanges, directly predicted employee work engagement levels. These findings highlight the importance of interpersonal interactions in shaping employee engagement levels in the workplace. In addition, research by (Jufrizen et al., 2024; Els et al., 2016) shows that leader-member exchange influences employee work engagement through psychological mechanisms, such as employee trust in superiors and identification with the organization's vision and values.

Research by (Ye et al., 2021; Garg & Dhar, 2017), highlights the importance of considering differences in the effects of leader-member exchange on work engagement between different industry sectors. They found that job characteristics and employee needs can influence the strength and direction of relationships between leaders and team members in influencing employee 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 findings suggest that the quality of relationships between leaders and team members influences employee engagement levels in various work contexts. Furthermore, research by (Saeed et al., 2019; Gutermann et al., 2017) highlights the importance of considering the role of moderator variables in the relationship between leader-member exchange and work engagement. They found that individual characteristics, such as level of work experience or type of job, can moderate these relationships, resulting in different patterns of relationships among employee subgroups. Several recent studies emphasize the importance of distinguishing between specific dimensions of leader-member exchange, such as relationships with direct supervisors and relationships with coworkers, and how each of these dimensions influences work engagement (Tanskanen et al., 2019; Li et al., 2012; Wagner & Koob, 2022). Additionally, recent research expands understanding of the mechanisms underlying the relationship between leader-member exchange and work engagement. Several studies highlight that 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 study proposes the following hypotheses:

H2: Leader-member exchange has a positive effect on employee work engagement

Person–Organization Fit and Employee Work Engagement

Research by (Bernardo et al., 2023; Mahardika et al., 2023), found that the match between individuals and organizations regarding values, needs, and personality characteristics can influence employee work engagement. Other research by (Gonlepa et al., 2023; Abdullah, 2022), shows that individuals who feel a compatibility between their personal values and organizational culture tend to have higher levels of work engagement. These findings highlight the importance of congruence of values between the individual and the organization in shaping employee engagement in the workplace. In addition, research by (Ashfaq, 2021), found that the match between individuals and organizations in terms of cultural fit also influences employee involvement in the workplace. They found that employees who fit into the organizational culture tend to have higher levels of work engagement because they feel more comfortable and connected to their work environment. Furthermore, research by (Agustian & Rachmawati, 2021; Jehanzeb & Mohanty, 2018) highlights the importance of considering the role of moderator variables in the relationship between person-organization fit and work engagement. They found that individual characteristics, such as work experience or career orientation, can moderate these relationships, resulting in different relationship patterns among employee subgroups.

Furthermore, research by (Chawla, 2020; Naz et al., 2020) shows that person-organization fit has a sustainable impact on employee work engagement over time. They found that the fit between the individual and the organization at one point in time can predict future levels of work engagement. Research by (Jin et al., 2018; Cai et al., 2018) also emphasizes the importance of considering the role of organizational context in moderating the relationship between person-organization fit and work engagement. They found that organizational structure

or human resource policies can influence employee engagement. Several recent studies emphasize the importance of distinguishing between specific dimensions of person-organization fit, such as values congruence, needs congruence, and personality characteristics congruence, and how each of these dimensions influences work engagement. In addition, recent research tends to expand understanding of the mechanisms underlying the relationship between person-organization fit and work engagement. Several studies highlight that mediating factors, such as job satisfaction, identification with the 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. Therefore, this study proposes the following hypotheses:

H3: Person–organization fit has a positive effect on employee work engagement

Perceived Organizational Support and Employee Work Engagement

Previous studies have widely revealed that perceived organizational support significantly impacts the level of employee work engagement in various work environments. One relevant study is research conducted by (Pimenta et al., 2024; Yang et al., 2020), which found that employees' perceptions of organizational support were positively correlated with their level of involvement in work. Other research by (Tkalac Verčič, 2021; Díaz-Fernández et al., 2023) found that perceived organizational support influences employee work engagement through psychological mechanisms, such as job satisfaction and organizational commitment. These findings suggest that perceived support from the organization can strengthen employees' emotional ties and engagement in their work. In addition, research by (Tan et al., 2020; Tabak & Hendy, 2016; Djajasinga et al., 2021) highlights the importance of considering the role of moderator variables in the relationship between perceived organizational support and work engagement. They found that individual characteristics, such as self-confidence or career orientation, can moderate these relationships, resulting in different relationship patterns among employee subgroups. Research by (Arasanmi & Krishna, 2019; Rasool et al., 2021) shows that perceived organizational support has a sustainable impact on employee work engagement. They found that employees' perceptions of organizational support at one point in time can predict future levels of work engagement.

Furthermore, research by (Liu et al., 2018; Aldabbas et al., 2023) highlights the importance of considering differences in the effect of perceived organizational support on work engagement between different industry sectors. They found that job characteristics and employee needs can influence the strength and direction of the relationship between perceived organizational support and the level of employee involvement in their work. Previous studies have consistently shown that perceived organizational support significantly influences employee work engagement in various organizational contexts. However, recent research has highlighted some critical differences in the approach and understanding of this relationship (Suifan et al., 2019; Imran et al., 2020). Several recent studies emphasize the importance of distinguishing between specific dimensions of perceived organizational support, such as social support, instrumental support, and organizational rewards, and how each of these dimensions influences work engagement (Wu et al., 2023; Liu et al., 2018). In addition, recent research expands understanding the mechanisms underlying the relationship between perceived organizational support and work engagement. Several studies highlight that mediating factors, such as job satisfaction, identification with the 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 study proposes the following hypotheses:

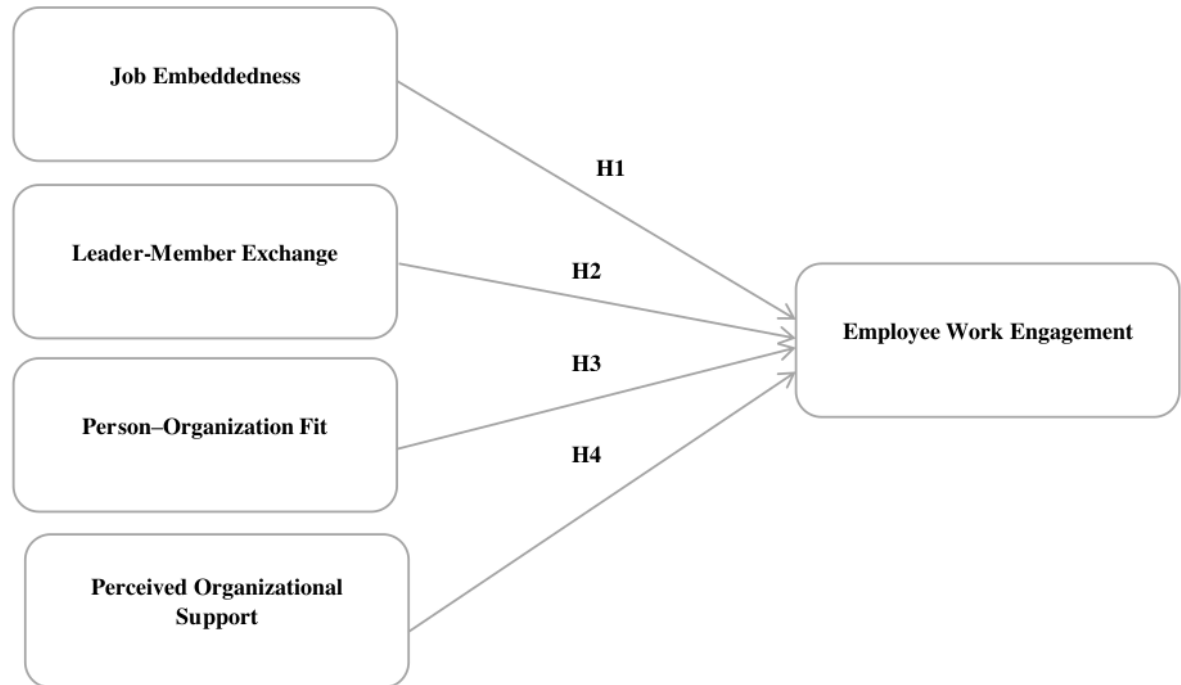**H4:** Perceived organizational support has a positive effect on employee work engagement

Figure 2. Research Framework

2. Research Method

This type of research is carried out using a quantitative approach, namely research using research instruments and quantitative data analysis with the aim of testing predetermined hypotheses (Creswell, 2014). The target population in this research is 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 as a research location provides a relevant context because the country is experiencing significant transformation in various sectors, including public services in the government sector. Therefore, a deeper understanding of the factors that influence civil servants' work engagement and job engagement in this area has major implications for improving the effectiveness of public organizations and the public service as a whole. The sampling technique is oriented towards a purposive sampling approach, so the number of samples used in this study is 200 government employees in North Sumatra. The online survey will be sent to respondents via an online survey platform, which can be accessed via computer or smartphone device. The survey will be designed using a structured and valid questionnaire of questions relevant to the research variables: 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. Next, the researcher tested the hypothesis using a variant-based Structural Equation Modeling (SEM) called Partial Least Square (PLS) and the SmartPLS version 3.0 application as a tool to analyze it. Measurement of exogenous and endogenous variables uses previous references that are relevant to the research topic and research variables (see Table 1):

Table 1. Variable Operational Definition

Variables	Code	Items	Resources
Job Embeddedness	JE1	Sacrifice	(Teng et al., 2021; Khattak et al., 2022)
	JE2	Fit between work and non-work	
	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	(Gonlepa et al., 2023; Abdullah, 2022)
	POF2	Personality Fit	
	POF3	GoalFit	
	POF4	Cultural Fit	
	POF5	Person-Group Fit	
Perceived Organizational Support	POS1	Supervisor Support	(Pimenta et al., 2024; Yang et al., 2020)
	POS2	CoworkerCoworker Support	
	POS3	Organizational Policy Support	
	POS4	Resource Support	
	POS5	Career Development Support	
Employee Work Engagement	EWE1	Vigor	(Wu et al., 2023; Liu et al., 2018)
	EWE2	Absorption	
	EWE3	Challenges	
	EWE4	Autonomy	

3. Results and Discussions

The use of respondents with these criteria has high urgency because it reflects diversity in several important aspects, such as gender, age, education level and domicile. With an almost balanced gender composition, namely 42% men and 58% women, this data can provide a more inclusive picture. The variation in age, with the majority being in the productive range (35-44 years at 38%), allows the research to capture the perspectives of a potentially socially and economically active group. The diverse educational levels, from high school graduates to master's degrees, also ensure the representation of views from a variety of academic backgrounds, which can enrich the analysis. In addition, the diversity of domiciles, including areas such as Pematangsiantar (26%) and Medan (22%), provides a diverse geographical context, allowing research results to be more relevant to specific local conditions. The combination of these criteria makes respondents a representative data source, so that research results can be more valid and applicable.

Table 2. Description of Research Respondents

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

Outer Model Measurement

Validity and reliability tests were conducted to measure the outer model. The loading factor determines a convergent validity testing and AVE with the condition that the loading factor is above 0.7 and the AVE value is 0.5(Hair, 2014). The model reliability test, according to(Hair, 2014), is seen from 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 average variance extracted (AVE) square root value of each construct with the correlation between other constructs in the model. Discriminant validity is fulfilled if the square root value of a construct's AVE is greater than the correlation value between that construct and other constructs. The following will show an explanation of the measurements of the outer model, which is presented in Table 3 below:

Table 3. Outer Model Measurement Results

Constructs/items	Outer Loading	Cronbach's alpha	CR	AVE
Job Embeddedness		0.875	0.914	0.727
JE1	0.748			
JE2	0.913			
JE3	0.863			
JE4	0.978			
Leader-Member Exchange		0.976	0.983	0.934
LMX1	0.905			
LMX2	0.988			
LMX3	0.987			
LMX4	0.983			
Person–Organization Fit		0.902	0.928	0.722

POF1	0.850			
POF2	0.915			
POF3	0.822			
POF4	0.744			
POF5	0.906			
Perceived Organizational Support		0.904	0.929	0.723
POS1	0.840			
POS2	0.893			
POS3	0.851			
POS4	0.821			
POS5	0.844			
Employee Work Engagement		0.994	0.995	0.981
EWE1	0.987			
EWE2	0.985			
EWE3	0.993			
EWE4	0.998			

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

In the validity test presented in Table 3 above, it was obtained that the value of each loading factor on the indicators of the variables 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 average variance extracted (AVE) value. Furthermore, for Cronbach's alpha value and composite reliability, the value for each variable was above 0.7, which shows that all research variables had good reliability values. With these sound values, it can be used as an overview that the condition of the relationship between variables was also good so that further tests can be carried out. Based on the results, the diagonal value (square root of AVE) for each construct, such as 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) , is greater than the correlation value between other constructs. For example, the correlation between employee work engagement and job embeddedness is 0.489, which is smaller than the square root AVE values of each construct (0.991 and 0.853). Similar things are seen in other pairs of constructs, indicating that each construct in this model is unique and not

very related to other constructs. Therefore, discriminant validity in this model is met, indicating that each construct represents a different concept theoretically and empirically.

Inner Model Measurement

Inner model measurement was carried out by bootstrapping research data using SmartPLS 3.2.9. Two results were obtained from bootstrapping; the first was the significance of the two related variables and the study's R-square. The R-square value is the value that shows the ability of exogenous variables to build endogenous variables. According to (Chin et al., 2008), there are three categories of R-square values; if the R-square value is 0.19, the relationship between exogenous variables forming endogenous variables is weak; if it is 0.33, it means that the relationship is moderate, and if the value is 0.67, it means that the relationship is strong.

Table 4. Calculation results of the R-Square value

Notes	R Square	R Square Adjusted
Employee Engagement	Work0.419	0.407

Judging from the R-square value for the endogenous turnover intention variable, a value of 0.419 is obtained; this indicates that overall, the ability of the exogenous variables to explain the employee work engagement variable is moderate. Furthermore, a significance test was carried out to prove the hypothesis testing, which was used to determine the relationship between the exogenous and endogenous variables. A significant criterion is seen in the p-value. With a significance level of 5%, if the p-value between the exogenous and endogenous variables is less than 0.05, it means that the exogenous variable has a significant effect on the endogenous variable; conversely, if the value is more significant than 0.05, it means that the exogenous variable has no significant effect on building endogenous variables.
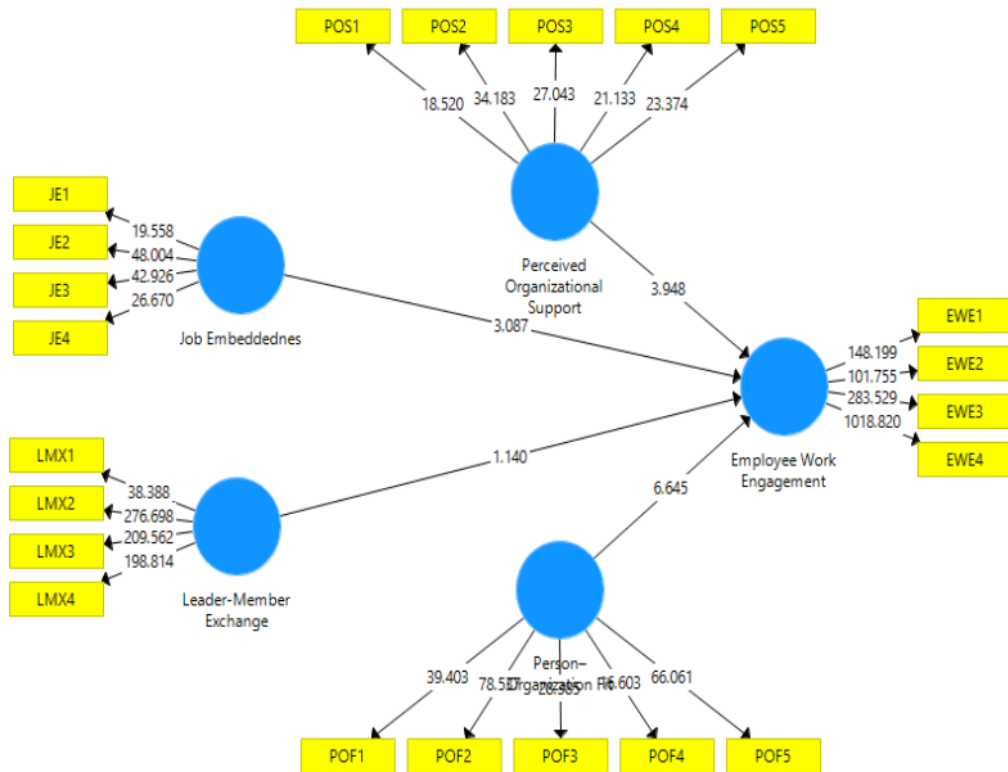
Figure 2. Hypothesis Testing Results

Table 5. 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**

Based on the results of the processed data presented in Table 5 above, it is known that from the four hypotheses compiled, one hypothesis was rejected, and the other three hypotheses were accepted. To test the hypothesis that was rejected, namely the effect of leader-member exchange on employee work engagement as proven by the acquisition of a p-value of 0.255 above 0.05. Then, the accepted hypothesis is the influence of job embeddedness, person-organization fit, and perceived organizational support on employee work engagement, as evidenced by the acquisition of p-valuesof 0.002 and 0.000, below 0.05.

Discussion

The first hypothesis test (H1) results show that job embeddedness positively and significantly influenced employee work engagement. This data analysis confirms that job embeddedness creates a strong sense of attachment between civil servants and the jobs, organizations and communities where they work. This makes them feel more emotionally and psychologically attached to their tasks and responsibilities, increasing their work engagement. This attachment also encourages civil servants to feel they have an important role in achieving organizational goals, so they tend to be more dedicated and enthusiastic in carrying out their 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 their organization. This can reduce the intensity of effort they put into looking for another job, increasing work engagement due to their focus on their current job (Holtom & Darabi, 2018; Shah et al., 2020). In addition, job embeddedness creates a strong social network in the workplace (Chan et al., 2019; Shehawy et al., 2018). Civil servants who feel connected to their coworkers, superiors, and community members tend to feel more satisfied and engaged in their work. Positive interactions with fellow civil servants can increase social support and comfort in the workplace, which are important factors in increasing work engagement.

The second hypothesis test (H2) results show that leader-member exchange is positive and does not significantly affect employee work engagement. These results confirm that in bureaucratic contexts such as civil servants, formal organizational structures and clear rules often limit the 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 relationships between superiors and subordinates (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, the relationship between superiors and subordinates may be transactional rather than transformational. This means that interactions between superiors and subordinates focus more on exchanging tasks and responsibilities than developing personal and deep relationships (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 the job rather than the quality of the relationship with the supervisor. Furthermore, in the context of the characteristics of the respondents, the specific roles and responsibilities held by civil servants in the organization may also influence the relationship between leader-member exchange and work engagement.

The third hypothesis test (H3) results show 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. When individuals feel that the organization treats them fairly and in line with their expectations, they feel more satisfied and engaged in their work. This perception of fairness can strengthen work engagement because civil servants feel valued and supported by their work organizations. 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 that their skills, interests and values align with their duties and responsibilities tend to be more motivated and enthusiastic in carrying out their work. They are also more likely to feel competent and confident in their role, which is important in

increasing work engagement. Furthermore, person-organization fit can influence the level of social support felt by civil servants in the work environment. Individual alignment with organizational culture and norms can help build positive relationships with coworkers and superiors, creating a supportive work environment and strengthening work engagement (Moulik & Giri, 2022; Ashfaq, 2021; Gonlepa et al., 2023).

The fourth hypothesis test (H4) results show that perceived organizational support positively and significantly influenced employee work engagement. This data analysis confirms that perceived organizational support can also influence the level of trust and comfort of civil servants in the work environment. When civil servants feel supported by the organization, they feel more secure and confident in doing their work. This can increase their intrinsic motivation and strengthen work engagement because they feel more comfortable contributing actively. Perceived organizational support can influence relationships with their superiors and coworkers (Arasanmi & Krishna, 2019; Yang et al., 2020; Tkalac Verčič, 2021). When civil servants feel supported by the organization, they tend to have more positive and cooperative relationships with fellow team members and superiors. This positive interaction can create a supportive work environment and strengthen work engagement because civil servants feel supported in achieving common goals. Apart from that, perceived organizational support can increase civil servants' job satisfaction. Perceived support from the organization can improve their psychological and emotional well-being at work, thereby increasing their satisfaction with their work. This increase in job satisfaction can contribute to higher work engagement, as civil servants feel more motivated to give their best (Suifan et al., 2019; Imran et al., 2020; Wu et al., 2023).

4. Conclusions

The model testing findings in this research generally have several output results. The three hypotheses in this study can be accepted based on the results of hypothesis testing shown in Table 5. The results of this study confirm that job embeddedness, person-organization fit, and perceived organizational support significantly affect employee work engagement. Job embeddedness creates strong ties between civil servants and the jobs, organizations and communities in which they work. This makes them feel more engaged and dedicated in their duties and responsibilities, increasing work engagement. Job embeddedness also influences civil servants' perceptions of employment alternatives, making them more likely to stay and contribute to their organizations. Person-organization fit ensures the match between individual values and the culture and values of the organization. Civil servants who feel that their personal values align with the organization's mission and goals tend to be more motivated to contribute positively to achieving common goals. This congruence also creates more positive relationships with superiors and coworkers, strengthening work engagement through social support and comfort in the work environment. Perceived organizational support creates a work environment that supports and strengthens the work involvement of civil servants.

Perceived support from the organization increases feelings of being valued and recognized, thereby increasing motivation and job satisfaction. In addition, organizational support also influences civil servants' perceptions of organizational justice, which contributes to higher levels of work engagement because civil servants feel supported and valued by their work organizations. Furthermore, in this research, one hypothesis is rejected: that the influence of leader-member exchange has no significant effect on employee work engagement. The respondent's personality characteristics, such as neuroticism or openness to new experiences, can also influence the relationship between leader-member exchange and work engagement.

Individuals with more stable personalities and open to new experiences may be better able to build positive relationships with their superiors, thereby increasing their work engagement, even if the quality of leader-member exchange is not so high. Then, the respondent's work experience and educational background can also moderate the relationship between leader-member exchange and work engagement. Government employees with more extended work experience or higher educational backgrounds may have different perceptions of the role of superiors and the importance of relationships with them in increasing work engagement. Lastly, contextual factors, such as organizational culture and work climate at the local institution government employees work, can also influence the relationship between leader-member exchange and work engagement. Suppose the organizational culture or work climate in the environment government employees tend to promote high overall work engagement. In that case, the quality of the relationship with the supervisor may have a significant impact.

The theoretical implications of job embeddedness, leader-member exchange, person-organization fit, and perceived organizational support on the work engagement of civil servants in North Sumatra provide a deep understanding of the factors that influence productivity and quality of public services. These theories underscore the importance of the relationship between civil servants and their jobs, organizations, superiors, and coworkers' optimal levels of work engagement. These theoretical implications help researchers and practitioners understand the complex dynamics behind the motivation and dedication of civil servants in carrying out their duties and responsibilities. Practically, understanding the importance of job embeddedness shows that organizations need to pay attention to the factors that bind civil servants to their work and work environment. This can be done by strengthening the connection between civil servants and their duties and responsibilities and promoting strong ties between civil servants and their colleagues and the communities where they work. In addition, it is essential to pay attention to the quality of the relationship between superiors and subordinates because good leader-member exchange can increase work engagement through the support, recognition and direction given to their subordinates. Overall, understanding the theoretical and practical implications of job embeddedness, leader-member exchange, person-organization fit, and perceived organizational support helps organizations and related stakeholders to design policies and management practices that support high work engagement among civil servants in North Sumatra. Paying attention to these factors is hoped to increase the effectiveness and quality of public services provided by civil servants, thereby positively impacting society and regional development.

This research has several limitations that need to be considered carefully. Contextual factors, such as organizational culture and work climate in civil service institutions in North Sumatra, can influence the relationship between research variables. Therefore, the results of this study may not be directly applicable to civil servant populations in other regions or different sectors. Finally, other factors not considered in this study may influence civil servants' work engagement. For example, individual factors such as intrinsic motivation, job satisfaction, and psychological well-being may also play a role in influencing work engagement. Future research could expand the theoretical framework to account for these factors and identify complex interactions between these variables. Furthermore, further research could also explore these factors' mediating and moderating roles in the relationship between job embeddedness, leader-member exchange, person-organization fit, and perceived organizational support with civil servants' work engagement. For example, how job satisfaction mediates the relationship between perceived organizational support and work engagement or how individual factors moderate the relationship between job embeddedness and engagement.

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