

The Role of Job Satisfaction in Mediating the Effects of Self-Efficacy and Perceived Organizational Support on Work Engagement at the Ministry of Religious Affairs of the Republic of Indonesia

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Keywords:	Abstract
self-efficacy; perceived organizational support; job satisfaction; work engagement; public sector employees	Employee work engagement has become a crucial factor in improving organizational effectiveness, particularly in public sector institutions facing increasing demands for accountability, service quality, and bureaucratic transformation. Variations in individual performance consistency and employee competency levels indicate the need to understand the psychological and organizational factors influencing employee engagement. This study aims to examine the effects of self-efficacy and perceived organizational support on work engagement, with job satisfaction as a mediating variable among employees of the Directorate General of Islamic Education, Ministry of Religious Affairs of the Republic of Indonesia. This research employed a quantitative approach using an explanatory research design. Data were collected through a Likert-scale questionnaire distributed to civil servants, involving 234 respondents selected from a population of 574 employees using a stratified random sampling technique. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that self-efficacy and perceived organizational support have positive and significant effects on job satisfaction and work engagement. Furthermore, job satisfaction significantly influences work engagement and mediates the relationships between self-efficacy, perceived organizational support, and work engagement through complementary partial mediation. These findings highlight that strengthening employees' confidence, organizational support systems, and job satisfaction mechanisms are essential strategies for enhancing work engagement in public sector organizations. This study contributes to the human resource management literature by providing empirical evidence from the context of the Indonesian government bureaucracy.

INTRODUCTION

Bureaucratic reform in Indonesia is a national strategic agenda aimed at establishing clean, effective, efficient, transparent, and accountable governance (Berenschot, 2018; Afisa & Zaenuri, 2023). In this process, the State Civil Apparatus (ASN) plays an important role as the implementer of public policies and as the government's representative in delivering services to the community (Neo, 2023). Therefore, the quality of ASN performance is one of the key factors determining the success of bureaucratic reform and the achievement of public sector organizational goals (Hamid & Ashoer, 2021).

Changes in the increasingly dynamic strategic environment, technological developments, and growing public demands for high-quality public services require civil servants to possess professional competence, adaptability, integrity, and strong work engagement (Khusanova et al., 2021; Zahari & Kaliannan, 2023; Lu & Chen, 2022). The performance of civil servants is not only measured through administrative achievements but also through service quality,

innovation, responsiveness, and the ability to collaborate in carrying out government responsibilities (van Gestel & Grotenbreg, 2021; Zia ud din et al., 2023; Zia ud din et al., 2024).

One public organization with a strategic role is the Directorate General of Islamic Education of the Ministry of Religious Affairs of the Republic of Indonesia. This institution is responsible for managing national Islamic education, including madrasas, Islamic religious higher education institutions, early childhood education, and Islamic boarding schools. The complexity of these responsibilities requires human resources with high competence, commitment, and performance to ensure that various Islamic education programs are implemented effectively (Cahyono et al. 2024; Gano et al. 2024; Rahmi et al. 2020; Ritonga 2025; Umami et al. 2024).

However, the results of the 2024 employee competency assessment conducted by the Directorate General of Islamic Education showed variations in employee competency levels. Among the 90 employees who participated in the assessment, 33 employees (36.7%) were categorized as optimal, 47 employees (52.2%) were categorized as fairly optimal, and 10 employees (11.1%) were categorized as less optimal (Ministry of Religious Affairs, 2024). These data indicate that most employees had not fully achieved optimal competency standards, suggesting the existence of a performance gap within the organization.

On the other hand, the 2025 performance report of the Directorate General of Islamic Education showed relatively high organizational achievements, with an average performance realization of 95.92% and budget absorption of 99.79% (Ministry of Religious Affairs, 2025). However, several indicators had not reached their targets, including the productivity and competitiveness of religious higher education institutions, institutional cooperation, and organizational governance values. These conditions indicate a difference between overall organizational achievements and consistency of performance at the individual level and across specific performance indicators (Meybodi 2015; Sudnickas 2016; De Vos et al. 2017; Wach et al. 2016).

This phenomenon demonstrates that organizational performance is influenced not only by structural factors but also by employees' psychological factors. One important factor contributing to improved performance is work engagement. Employees with high levels of work engagement tend to demonstrate energy, dedication, and active involvement in their work, enabling them to achieve better performance outcomes (Schaufeli et al., 2002).

Based on the Job Demands–Resources (JD-R) Model, work engagement is influenced by the interaction between job resources and personal resources. In this study, perceived organizational support (POS) was positioned as a job resource, while self-efficacy was considered a personal resource. Self-efficacy refers to an individual's belief in their ability to complete tasks and overcome work-related challenges (Bandura, 1997). Meanwhile, POS reflects employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986).

In addition to these factors, job satisfaction plays an important role as a psychological mechanism that explains the relationship between individual and organizational factors and work engagement. Employees with high levels of job satisfaction tend to demonstrate positive attitudes toward their work, stronger motivation, and greater involvement in achieving organizational goals.

Previous studies have shown that self-efficacy is positively associated with job satisfaction and work engagement (Zakariya & Wardat, 2023; Ghaleh et al., 2024). Other research has indicated that these relationships may occur through job satisfaction as a mediating mechanism (Fredita et al., 2025; Zhou et al., 2025). In addition, studies on POS have demonstrated that organizational support contributes to increased job satisfaction and employee engagement (Kurt & Duyar, 2023; Siregar et al., 2024). However, most previous studies have been conducted in private sector organizations, industrial settings, healthcare

institutions, and educational contexts, while research focusing on public sector organizations, particularly civil servants within the Indonesian government bureaucracy, remains limited.

Based on these conditions, a research gap exists regarding the mechanisms linking self-efficacy, perceived organizational support, job satisfaction, and work engagement within the context of government bureaucracy. Furthermore, variations in employee competency achievement within the Directorate General of Islamic Education indicate a practical gap that requires further investigation. Therefore, this study aims to examine the effects of self-efficacy and perceived organizational support on work engagement, with job satisfaction as a mediating variable among employees of the Directorate General of Islamic Education of the Ministry of Religious Affairs of the Republic of Indonesia.

RESEARCH METHOD

Research Time and Place

This research was conducted at one of the strategic work units within the Ministry of Religious Affairs of the Republic of Indonesia, namely the Directorate General of Islamic Education, located at the headquarters of the Ministry of Religious Affairs in Central Jakarta, DKI Jakarta. The Directorate General of Islamic Education plays a central role in formulating and implementing policies in Islamic education, including madrasah education, Islamic religious higher education, early childhood education, and Islamic boarding schools. Structurally, the organization consists of several echelon II directorates and the Secretariat of the Directorate General, with a hierarchical structure covering various positions, including executive, functional, and managerial-level structural positions (Echelon III). The diversity of positions and complexity of organizational responsibilities make the Directorate General of Islamic Education a relevant research context for examining psychological and organizational factors influencing work engagement, particularly self-efficacy, perceived organizational support, and job satisfaction.

Data collection was conducted in May 2026. Data were obtained through an online closed-ended questionnaire using a Likert scale developed through the Google Forms platform. The questionnaire was distributed to employees of the Directorate General of Islamic Education who met the research criteria, with consideration given to position levels to ensure sample representation. The research process, including instrument preparation, validity and reliability testing, administrative coordination, questionnaire distribution, and data analysis using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach, was conducted in accordance with research ethics principles, including maintaining the confidentiality of respondents' identities and organizational data.

Table 1 Research Plan

No.	Kegiatan	Nov	Des	Jan	Feb	Mar	Apr	Mei	Juni
1	Penyusunan Proposal Tesis	✓	✓	✓	✓	✓	✓		
2	Seminar Proposal & Revisi						✓	✓	
3	Pengumpulan Data Penelitian							✓	✓
4	Pengolahan & Analisis Data							✓	✓

5	Penyusunan Naskah Tesis	✓	✓	✓
6	Seminar Tesis			✓

Research Design

This study uses a quantitative approach with the aim of testing the influence between variables statistically and identifying causal relationships between constructs that have been established in the research model. The quantitative approach was chosen because this study focuses on objective measurement of the phenomenon studied, namely the influence of self efficacy and perceived organizational support on work engagement through the role of job satisfaction mediation in employees of the Directorate General of Islamic Education of the Ministry of Religion of the Republic of Indonesia.

Based on its objectives, this research is included in the category of explanatory research, which is research that aims to explain the cause-and-effect relationship between variables. Explanatory research is carried out when the researcher wants to test the direct or indirect influence of one variable on other variables, as well as understand the mechanism of the relationship based on the relevant theoretical framework. In this study, the relationship between variables was analyzed with a theoretical approach that emphasizes the integration of personal factors (Self efficacy) and organizational factors (perceived organizational support) in influencing job satisfaction and employee involvement.

This study uses survey design as the main method in data collection. Primary data was obtained through the distribution of a closed questionnaire based on the Likert scale online (online survey) using the Google Form platform. The research instrument was prepared based on indicators that have been tested in previous research and adjusted to the context of public sector organizations, especially government bureaucracy in Indonesia.

The data analysis technique used in this study is Partial Least Squares– Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. The PLS-SEM method was chosen because it has the ability to analyze complex structural models, including testing of mediating variables, and can be used on relatively limited sample sizes. In addition, PLS-SEM allows simultaneous testing of measurement models (outer models) and structural models (inner models), so as to provide a comprehensive picture of the validity of constructs and the strength of relationships between variables.

The design of this research emphasizes objectivity, deductive hypothesis testing, and efforts to obtain empirical findings that can make theoretical and practical contributions. Theoretically, this research is expected to enrich the study of public sector human resource management related to work engagement determinants. Practically, the results of the research are expected to be the basis for consideration in the formulation of human resource management policies within the Directorate General of Islamic Education.

Population and Sample

Populasi

In quantitative studies, the population is defined as a whole subject or unit of analysis that has certain characteristics and is the focus of generalization of research results (Sekaran & Bougie, 2016). Populations can be individuals, groups, or organizations, depending on the purpose of the study. In the context of public organizations, the research population generally includes all employees who are in a formal organizational system, work under the same human resource management policy, and have a role in supporting the achievement of organizational goals.

The population in this study is all employees who have the status of Civil Servants (PNS) and actively work within the Directorate General of Islamic Education, Ministry of

Religion of the Republic of Indonesia. These employees consist of structural officials, functional officials, and implementing employees who are in one government personnel management system and carry out administrative and technical functions in the implementation of Islamic education policies.

Based on internal personnel data, the total population in this study is 574 civil servants, spread across six echelon II work units as follows:

1. Secretariat of the Directorate General of Islamic Education : 145 employees
2. Directorate of Islamic Boarding Schools: 98 employees
3. Directorate of Islamic Religious Education : 89 employees
4. Directorate of Islamic Religious Higher Education : 95 employees
5. Directorate of Madrasah Teachers and Education Personnel: 61 employees
6. Directorate of Curriculum, Facilities, Institutional, and Student Affairs of Madrasah : 86 employees

Thus, the total population of civil servants within the Directorate General of Islamic Education that is the scope of this study is 574 civil servants. All of these employees are in the same organizational system, policies, and work environment, so it is relevant to be used as a population in a study that aims to analyze the influence of self-efficacy and perceived organizational support on work engagement through the role of job satisfaction mediation.

The selection of this population is based on its direct relevance to the focus of the research, as all employees are part of the same bureaucratic system and have a role in supporting the implementation of Islamic education policies. Therefore, this population is expected to be able to provide a representative empirical picture of the psychological and organizational condition of employees within the Directorate General of Islamic Education.

Sample

Samples are part of a population that is systematically selected to represent the overall characteristics of the population in the process of data collection and analysis (Creswell & Creswell, 2018). The use of samples allows researchers to obtain representative data without having to research all members of the population, so that research can be carried out more efficiently while still meeting scientific principles.

This study uses the stratified random sampling technique, which is a probability sampling method that is carried out by dividing the population into several strata that have certain characteristics, then taking random samples from each strata proportionally (Sekaran & Bougie, 2016). This technique was chosen because the organizational structure of the Directorate General of Islamic Education is hierarchical and formally divided into several echelon II work units. Thus, stratification based on work units is considered appropriate to ensure the representation of all parts of the organization in the research sample.

The total population in this study is 574 civil servants spread across six work units. The determination of the number of samples was carried out using the formula of Krejcie and Morgan (1970), which is as follows:

$$s = \frac{\chi^2 NP(1-P)}{d^2(N-1) + \chi^2 P(1-P)}$$

Description:

- s = sample size
- χ^2 = Chi-square value at 1 degree of freedom with a 95% confidence rate (3.841)
- N = total population
- P = proportion of population (0.50)
- d = error rate (0.05)

Based on this formula, the calculation of the number of samples in this study is as follows:

$$s = \frac{3,841 \times 574 \times 0,5(1-0,5)}{0,05^2(574-1) + 3,841 \times 0,5(1-0,5)}$$

$$s = \frac{3,841 \times 574 \times 0,25}{0,0025 \times 573 + 3,841 \times 0,25}$$

$$s = \frac{551,6835}{1,4325 + 0,96025}$$

$$s = \frac{551,6835}{2,39275} = 230,56$$

The results of the calculation show that the minimum number of samples required is around 231 respondents. However, based on the Krejcie and Morgan tables, it is more practical and up to standard. In the table, there is no exact population of 574, so the closest population number is used, namely:

- Population 550 → sample 226
- Population 600 → 234 samples

Since the total population of the study was 574 and closer to 600, the number of samples was rounded up following the table to 234 respondents to make the sample more representative of the study population. This number is considered adequate for inferential statistical analysis and has met the minimum requirements of the Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis, which requires sufficient sample sizes to test structural models and mediating variables (Hair et al., 2021). Furthermore, the sample allocation is carried out proportionally based on the number of employees in each work unit, so that each work unit has representation that is proportional to the size of its population. The distribution of the research sample can be seen in the following table:

Table 2 Distribution of Research Samples by Work Unit

Yes	Work Unit	Quantity Populasi	Propose yourself (%)	Quantity Sample
1	Secretariat of the Directorate General of Education Islam	145	25.30%	59
2	Directorate of Islamic Boarding Schools	98	17.10%	40
3	Directorate of Islamic Religious Education	89	15.50%	36
4	Directorate of Religious Higher Education Islam	95	16.60%	39
5	Directorate of Teachers and Education Personnel Madrasah	61	10.60%	25
6	Direktorat Curriculum, Sarana, Institutional, and Student Affairs of Madrasah	86	15.00%	35
Total		574	100%	234

Source: Personnel data of the Directorate General of Islamic Education (processed by researchers, 2026)

By using stratified random sampling techniques and proportional allocation between work units, it is hoped that the research sample can accurately represent population conditions. This approach allows the research results to have a better level of external validity and can provide a representative empirical picture of self-efficacy, perceived organizational support, job satisfaction, and work engagement in employees of the Directorate General of Islamic Education.

Data Analysis Techniques

The data obtained from the results of the questionnaire distribution in this study will be analyzed using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with the help of SmartPLS software version 4. The selection of the SEM-PLS method is based on the characteristics of the research model which is complex and involves a number of latent constructs, both exogenous, endogenous, and mediated, as well as the use of reflective indicators. This approach is seen as appropriate to explain causal relationships that cannot be directly observed, such as self efficacy, perceived organizational support, job satisfaction, and work engagement in the context of public organizations.

In this study, the PLS-SEM approach is used because it has a high ability to accommodate theoretical models that are predictive and exploratory, and is suitable for small to medium sample sizes. According to Ghazali & Latan (2015), this method has several advantages, including it does not require normal data distribution, can be used in models with many indicators, is able to handle reflective constructs, and is effective in testing complex mediating relationships. This is in line with the design of this study which involves testing the mediating role of job satisfaction in the relationship between self efficacy and perceived organizational support on work engagement.

The selection of this analysis technique is also relevant to the hierarchical and formal population structure, as well as the context of public organizations such as the Directorate General of Islamic Education. PLSSEM allows researchers to conduct simultaneous analysis of measurement models (outer models) and structural models (inner models), so that the results of the analysis not only describe the quality of the constructs, but also test the direction and strength of the relationship between variables as a whole. In general, the data analysis process in this study will be carried out through three main stages:

Evaluation of Measurement Models (Outer Model)

It was carried out to assess the validity and reliability of latent constructs through indicator testing on the values of loading factor, convergent validity (AVE), composite reliability (CR), and discriminant validity (HTMT).

Evaluation of Structural Models (Inner Model)

It aims to test the strength and direction of the relationship between latent constructs through path coefficient values, R^2 , f^2 , and Q^2 values, as well as model predictability tests. The test was carried out using the bootstrapping technique of ≥ 5000 subsamples.

Hypothesis Testing

It was carried out to test the significance of direct and indirect influences (mediation), as well as the identification of the most dominant influences between variables. The hypothesis test used t-value and p-value, with significance criteria at a 95% confidence level ($\alpha = 0.05$).

Through this approach, the research is expected to provide a strong empirical understanding of the role of self-efficacy and perceived organizational support in shaping job satisfaction and work engagement, especially in the context of government agencies.

Data Analysis Techniques

Partial Least Square

Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis is a variance-based statistical approach used to estimate causal relationships between latent constructs in complex theoretical models. PLS-SEM differs from covariance-based SEM (CB-SEM) such

as AMOS and LISREL in that it does not require normally distributed data, is more tolerant of small sample sizes, and can accommodate models with reflective indicators simultaneously (Hair et al., 2021).

This approach is particularly suitable for predictive research, especially in the context of public organizations such as the Directorate General of Islamic Education. In addition, PLS-SEM enables efficient testing of mediated relationships through bootstrapping techniques, as well as providing robust relationship estimates even if the data do not fully meet classical assumptions. This is relevant to research that examines the mediating role of job satisfaction in the relationship between self efficacy and perceived organizational support on work engagement.

Some of the main advantages of PLS-SEM over CB-SEM include:

1. Does not require normal multivariate assumptions
2. More tolerant of small to medium sample sizes
3. Effective for models with many latent constructs and plural indicators
4. Focus more on predictive capability than the global fit model

In this study, the analysis was carried out using SmartPLS version 4, which allows the estimation of measurement models and structural models simultaneously, and supports the evaluation of the model as a whole through:

1. Evaluation of the outer model: convergent validity and reliability
2. Evaluation of the inner model: path coefficient, R^2 , f^2 , and Q^2
3. Model fit: SRMR
4. Hypothesis testing: bootstrapping with ≥ 5000 subsamples

By using PLS-SEM, this study is not only able to test hypotheses empirically, but also produce accurate diagnostic information to understand the relationship between self efficacy, perceived organizational support, job satisfaction, and work engagement in the context of public organizations.

RESULTS AND DISCUSSION

Description of Research Variables

The description of the research variables aims to provide an overview of the responses of 234 respondents to the statements in each research variable, namely self efficacy (X1), perceived organizational support (X2), job satisfaction (Z), and work engagement (Y). Each variable was measured using a closed-ended questionnaire with a Likert scale. The empirical meaning of the assessment of the variables of this study is presented as follows:

Table 4. The Meaning of Descriptive Assessment of Research Variables

Yes	Average Score	Interpretasi
1	1,00-1,80	Very low/not good
2	1,81-2,61	Low/Poor
3	2,62-3,40	Quite High/ Quite Good
4	3,41-4,21	High/Good
5	4,22-5,00	Very High/Excellent

Source: Karim, et al (2022), processed by the author (2026)

Description of Variable Work Engagement (Y)

The work engagement variable was measured using 9 statements adapted from the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker (2004), which included three dimensions, namely vigor (items 1–3), dedication (items 4–6), and absorption (items 7–9).

It is known that the overall average value of the work engagement variable is 3.91, which is in the range of 3.41–4.20 with a high category. This shows that in general, employees of the Directorate General of Islamic Education have a high level of work attachment, which is reflected in their work energy, dedication, and full involvement in carrying out their daily work.

Judging from the distribution of answers, the majority of respondents gave Agree, which was 1,469 answers (69.8%) out of a total of 2,106 answers, followed by Neutral answers as many as 356 (16.9%) and Strongly Agree as many as 245 (11.6%). The number of Disagree and Strongly Disagree answers is very small, only 33 (1.6%) and 3 answers (0.1%) respectively. The dominance of this positive answer reinforces the picture that employee work attachment in general is at a good level.

Based on the item statement, the item with the highest average score was item number 6, which was "I feel proud of my work" with an average of 3.95. This indicates that pride in work, which is part of the dedication dimension, is the most prominent aspect of work attachment in employees. This pride can be understood considering that employees of the Directorate General of Islamic Education carry out tasks of strategic value in the implementation of Islamic education policies nationally. In contrast, the item with the lowest average score was item number 2, i.e. "I feel strong and excited while working" with an average of 3.88. Although still in the high category, this value shows that the physical energy and vigor aspects are relatively lower than other aspects.

When viewed by dimensions, the average value of the dedication dimension of 3.92 and absorption of 3.92 is relatively equivalent and slightly higher than the vigor dimension of 3.89. These findings show that employee work attachment is stronger from dedication and deep engagement to work than from work energy

Description of Variable Self Efficacy (X1)

The self-efficacy variable was measured using 8 statements adapted from the concept of self-efficacy developed by Bandura (1997), which reflects employees' confidence in the ability to complete work, face challenges, and achieve work success.

It is known that the overall average value of the self-efficacy variable is 3.93, which is in the range of 3.41–4.20 with a high category (Agree). This shows that in general, employees of the Directorate General of Islamic Education have high self-confidence in their ability to complete tasks, overcome work obstacles, and achieve the work targets that have been set.

Judging from the distribution of answers, out of a total of 1,872 respondents' answers, the majority of respondents gave Yes answers, namely 1,273 answers (68.0%), followed by Neutral answers with 311 answers (16.6%) and Strongly Agree with 251 answers (13.4%). The number of Disagree and Strongly Disagree answers is very small, namely only 34 answers (1.8%) and 3 answers (0.2%) respectively. The dominance of positive answers which reached 81.4% strengthens the picture that employees' self-confidence in carrying out work in general is good.

Based on the statement items, the highest average score was found in two items with the same value of 3.99, namely item number 1 "I am confident that I can complete the work task well" and item number 6 "I am confident that I can succeed in my job". This indicates that employees have strong confidence in their basic abilities in completing tasks and have high optimism about success in their work. This belief is understandable considering that the majority of employees have undergraduate education qualifications and above and work in a bureaucratic system with relatively clear and measurable job descriptions.

In contrast, the item with the lowest average score was item number 4, i.e. "I was able to overcome obstacles in work" with an average of 3.82. This is also shown by the highest number of Neutral answers to the item, which is 53 respondents, which indicates that there are still doubts among some employees about their ability to deal with obstacles or unexpected

work situations. Although this value is still in the high category, these findings show that the dimension of resilience in facing obstacles is an aspect of self efficacy which is relatively weakest compared to other aspects

Description of Perceived Organizational Support (X2) Variable

The perceived organizational support variable was measured using 8 statements adapted from the Survey of Perceived Organizational Support developed by Eisenberger et al. (1986), which included aspects of appreciation for employee contributions, concern for welfare, attention to employee needs, and organizational support in difficult situations.

The overall average value of this variable is 3.76 and is in the high category (Agree), which indicates that employees of the Directorate General of Islamic Education generally perceive the organization to have appreciated their contributions and care about their welfare. Of the total 1,872 answers, 71.6% were positive answers (62.7% Agree and 8.9% Strongly Agree). However, the proportion of Neutral answers is relatively large, which is 24.7%, which indicates that there are still doubts among some employees in assessing organizational support.

The item with the highest average was item number 8, "The organization pays attention to my opinions and input in the work" (3.86), which shows that the organization's openness to employee aspirations is the most perceived aspect of support. On the other hand, the lowest average was found in item number 4, "The organization appreciates my work achievements" (3.65), and item number 3, "The organization cares about my well-being as an employee" (3.66) which also had the most neutral answers (70 respondents). This shows that appreciation for work achievements and concern for welfare are the relatively weakest aspects, which can be understood because the reward system in the bureaucracy is generally normative following personnel regulations.

Compared to other variables, perceived organizational support has the lowest average, consistent with the results of this study's pre-research. Therefore, strengthening the performance appreciation system and attention to employee welfare needs to be an organizational priority in an effort to increase job satisfaction and employee attachment.

Description of Variable Job Satisfaction (Z)

The job satisfaction variable was measured using 10 statements adapted from the Job Satisfaction Survey (Spector, 1997), which included the dimensions of satisfaction with the job itself, supervision, colleagues, rewards, and working conditions.

The overall average value of this variable was 3.88 and was in the high category (Agreed), which indicates that employees of the Directorate General of Islamic Education are generally satisfied with their work. Of the total 2,340 answers, 82.1% were positive answers (Agree 74.5% and Strongly Agree 7.5%), while Neutral answers are 16.5% and Disagree and Strongly Disagree is only 1.5%. The distribution of answers between items was also relatively even (average range of 3.83–3.91), which shows that employee job satisfaction is formed in a balanced manner in all aspects of work.

The item with the highest average was item number 1, "I feel proud of the work I do" (3.91), followed by items number 5 and 7 (3.90 respectively). This indicates that pride in work and good relationships with colleagues are the most prominent sources of job satisfaction. In contrast, the lowest average was found in item number 8, "I am satisfied with the appreciation given for my performance" (3.83), which indicates that the aspect of performance appreciation is relatively weakest in shaping employee job satisfaction. These findings are consistent with the results of the variable description perceived organizational support, where appreciation for work achievements is also the item with the lowest rating, thus reinforcing the indication that the performance reward system is an area that needs to be improved by the organization.

Thus, overall employee job satisfaction is at a high level and becomes an important capital as a mediating variable in connecting self efficacy and perceived organizational support with work engagement, as tested in inferential analysis.

Data Statistical Analysis

Statistical analysis of the data in this study was carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS software version 4. The analysis was carried out through three stages, namely the evaluation of the measurement model (outer model), the evaluation of the structural model (inner model), and the hypothesis test through the bootstrapping technique with 5,000 subsamples.

Evaluation of Measurement Models (Outer Model)

The evaluation of the outer model aims to assess the validity and reliability of the indicator in measuring its latent constructs. All constructs in this study are modeled reflectively, so that the evaluation is carried out through convergent validity, internal consistency reliability, and discriminant validity.

Validitas Konvergen (Convergent Validity)

The convergent validity test aims to analyze the ability of the measuring tool to measure the desired construct, assessed through a loading factor value with a criterion of more than 0.70 (Hair et al., 2019) and an Average Variance Extracted (AVE) value with a minimum criterion of 0.50.

It is known that all 35 indicators have an outer loading value above 0.70, with the lowest value on the JS10 indicator of 0.716 and the highest on the WE8 indicator of 0.832., so no indicators are eliminated from the model. The AVE value of the entire construct was also above 0.50, namely self efficacy of 0.621, perceived organizational support of 0.558, job satisfaction of 0.589, and work engagement of 0.620. Thus, all indicators are declared to be valid in a convergent manner in reflecting their constructs.

It is known that the square root value of AVE of each construct (0.788; 0.747; 0.767; and 0.788) is greater than its correlation value with other constructs. Furthermore, based on Table 4.12, all HTMT scores are below 0.90 with the highest value of 0.805 in the relationship between job satisfaction and work engagement. Thus, the validity of the discriminator between constructs in this research model is met.

Internal Consistency Reliability

All constructs have a Cronbach's Alpha value between 0.887 and 0.923 (above the minimum limit of 0.60) and a Composite Reliability value between 0.910 and 0.936 (above 0.70), so that all constructs are declared reliable and have excellent internal consistency. Based on the overall results of the outer model test, the measurement model was declared valid and reliable so that it was feasible to continue with the inner model test.

Discriminant Validity

Based on the Fornell-Larcker criteria, the square root values of AVE of each construct (0.788; 0.747; 0.767; and 0.788) are greater than their correlation values with other constructs. Furthermore, all HTMT values were below the threshold of 0.90, with the highest value of 0.805 in the relationship between job satisfaction and work engagement. Thus, the validity of the discriminant is fulfilled and each construct is proven to have a clear conceptual difference from each other. Based on the overall results of the evaluation of the outer model, the measurement model was declared valid and reliable so that it was feasible to continue in the evaluation of the structural model.

Evaluation of Structural Models (Inner Model)

Coefficient of Determination (R^2)

Based on the results of the structural model test, the adjusted r-square value in the job satisfaction variable was 0.526. This shows that the variables of self efficacy and perceived organizational support were able to explain the variation in job satisfaction of 52.6%, while the remaining 47.4% were explained by other variables that were not included in the research model. Furthermore, the adjusted r-square value in the work engagement variable was 0.660, which means that self efficacy, perceived organizational support, and job satisfaction were able

to explain the variation in work engagement by 66.0%, while the remaining 34.0% was influenced by other factors outside the research model.

F-Square Testing (f^2)

The largest effect was found in the effect of perceived organizational support on job satisfaction ($f^2 = 0.312$; medium category), followed by job satisfaction on work engagement ($f^2 = 0.220$) and self efficacy on job satisfaction ($f^2 = 0.210$). The smallest effect was found in the direct effect of self efficacy on work engagement ($f^2 = 0.098$; small category), which indicates that the contribution of self efficacy to work attachment is more channeled through job satisfaction.

Predictive Relevance (Q^2)

Q-square predictive relevance testing is used to assess the predictive ability of the PLS model, provided that the model has predictive relevance if the Q^2 value is greater than 0 (Ghozali and Latan, 2015).

The test results showed that the Q^2 predict value for the job satisfaction variable was 0.516 and work engagement was 0.577. Both values are much greater than 0, so the research model is stated to have strong predictive relevance, meaning that the model is not only able to explain but also predict both endogenous constructs well.

Model Eligibility (Model Fit)

The Standardized Root Mean Square Residual (SRMR) value of 0.067 is below the threshold of 0.08 (Hu & Bentler, 1999), so the research model is stated to have an adequate level of suitability (model fit).

Hypothesis Testing

Hypothesis testing was carried out through bootstrapping techniques with 5,000 subsamples. The hypothesis is accepted when the t-value > 1.96 and the p-value < 0.05 (bidirectional test at a significance level of 5%). The bootstrapping results are presented in the following figure and table.

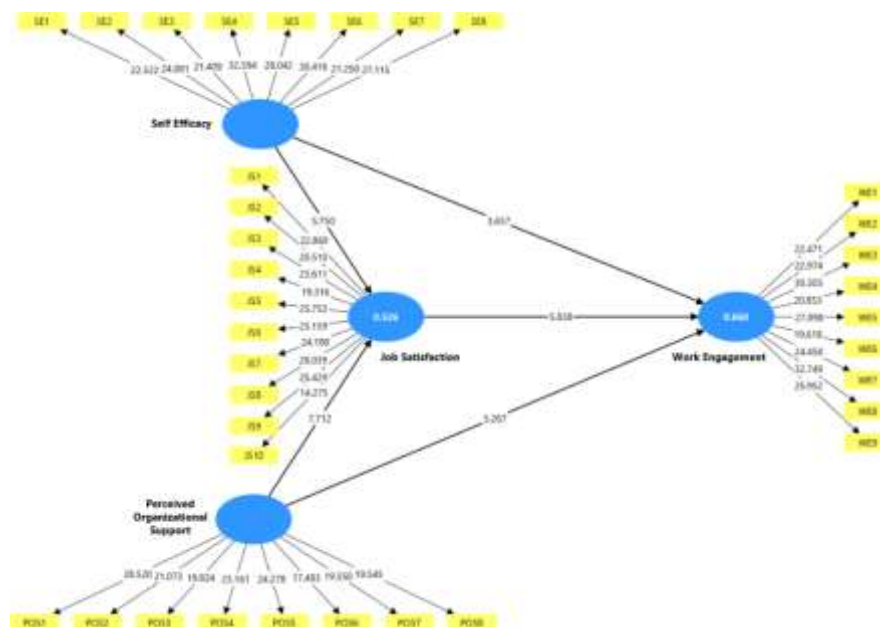


Figure 4.2 Structural Model of Bootstrapping Results

Direct Effect Testing

Table 4.18 Direct Effect Test Results

Hipotesis	Hubungan	Koef. Pathway (β)	t-Statistics	p-Value	Verdict
H1	Self Efficacy $\rightarrow$ Job Satisfaction	0,374	5,750	0,000	Accepted
H2	Perceived Organizational Support $\rightarrow$ Job Satisfaction	0,455	7,712	0,000	Accepted
H3	Self Efficacy $\rightarrow$ Work Engagement	0,238	3,657	0,000	Accepted
H4	Perceived Organizational Support $\rightarrow$ Work Engagement	0,307	5,267	0,000	Accepted
H5	Job Satisfaction $\rightarrow$ Work Engagement	0,397	5,838	0,000	Accepted

Source: SmartPLS Output 4 (2026).

Based on the table above, the five direct influence hypotheses are declared accepted. Self efficacy had a positive and significant effect on job satisfaction ($\beta = 0.374$; $t = 5.750$; $p = 0.000$), as well as perceived organizational support for job satisfaction ($\beta = 0.455$; $t = 7.712$; $p = 0.000$) which was also the strongest direct influence in the model. Furthermore, self efficacy had a positive and significant effect on work engagement ($\beta = 0.238$; $t = 3.657$; $p = 0.000$), perceived organizational support had a positive and significant effect on work engagement ($\beta = 0.307$; $t = 5.267$; $p = 0.000$), and job satisfaction had a positive and significant effect on work engagement ($\beta = 0.397$; $t = 5.838$; $p = 0.000$).

Indirect Effect Testing

Job satisfaction was shown to mediate positively and significantly the influence of self efficacy on work engagement ($\beta = 0.148$; $t = 3.962$; $p = 0.000$) until H6 was accepted, as well as mediated the effect of perceived organizational support on work engagement ($\beta = 0.181$; $t = 4.541$; $p = 0.000$) until H7 was accepted. Given that the direct and indirect influence on both pathways is equally significant in a consistent (positive) direction, the role of job satisfaction mediation is complementary partial mediation. Thus, all seven hypotheses in this study were declared accepted. Based on the value of path coefficients and specific indirect effects above, the hypothesis of this study can be interpreted as follows:

H1: The Effect of Self Efficacy on Job Satisfaction

The test results showed a statistical t-value of 5.750 greater than the t-table of 1.96 and a p-value of 0.000 smaller than 0.05. Thus, the first hypothesis is accepted, which means that self-efficacy has a positive and significant effect on job satisfaction. The original sample value (β) of 0.374 indicates a positive relationship, meaning that every increase in self-efficacy by one unit will increase job satisfaction by 0.374 units assuming other variables are constant.

H2: The Effect of Perceived Organizational Support on Job Satisfaction

The test results showed a t-statistic value of 7.712 greater than 1.96 and a p-value of 0.000 smaller than 0.05. Thus, the second hypothesis is accepted, which means that perceived organizational support has a positive and significant effect on job satisfaction. The β value of 0.455 was also the strongest direct influence in this research model.

H3: The Effect of Self Efficacy on Work Engagement

The test results showed a t-statistical value of 3.657 greater than 1.96 and a p-value of 0.000 less than 0.05. Thus, the third hypothesis is accepted, which means that self-efficacy has a positive and significant effect on work engagement with a β value of 0.238.

H4: Pengaruh Perceived Organizational Support terhadap Work Engagement

The test results showed a t-statistical value of 5.267 greater than 1.96 and a p-value of 0.000 less than 0.05. Thus, the fourth hypothesis is accepted, which means that perceived organizational support has a positive and significant effect on work engagement with a β value of 0.307.

H5: The Effect of Job Satisfaction on Work Engagement

The test results showed a t-statistic value of 5.838 greater than 1.96 and a p-value of 0.000 less than 0.05. Thus, the fifth hypothesis is accepted, which means that job satisfaction has a positive and significant effect on work engagement with a β value of 0.397, which is the strongest direct predictor of work attachment.

H6: The Effect of Self Efficacy on Work Engagement through Job Satisfaction

The results of the indirect influence test showed a t-statistical value of 3.962 greater than 1.96 and a p-value of 0.000 less than 0.05 with a β value of 0.148. Thus, the sixth hypothesis is accepted, which means that job satisfaction mediates positively and significantly the influence of self-efficacy on work engagement. Because direct influence is also significant, the role of mediation is complementary partial mediation.

H7: The Effect of Perceived Organizational Support on Work Engagement through Job Satisfaction

The results of the indirect influence test showed a t-statistical value of 4.541 greater than 1.96 and a p-value of 0.000 less than 0.05 with a β value of 0.181. Thus, the seventh hypothesis is accepted, which means that job satisfaction mediates positively and significantly the influence of perceived organizational support on work engagement with a type of complementary partial mediation. Thus, all seven hypotheses in this study were declared accepted.

The Effect of Self Efficacy on Job Satisfaction

The results of the first hypothesis test showed that self-efficacy had a positive and significant effect on job satisfaction ($\beta = 0.374$; $t = 5.750$; $p < 0.05$). This finding means that the higher the employee's confidence in his ability to complete tasks, face challenges, and achieve work targets, the higher the job satisfaction he feels. These results are in line with Bandura's (1997) theory of self-efficacy which states that individuals with high self-confidence tend to set challenging goals, are persistent in the face of difficulties, and experience work success more often, resulting in more positive assessments of their work.

Empirically, this finding is supported by descriptive results that show employee self-efficacy is in the high category (3.93), especially in confidence in completing tasks and optimism about work success. In the context of the Directorate General of Islamic Education, employees who are confident in their abilities tend to view the bureaucratic workload as a manageable challenge, not a pressure, so that it is easier to feel satisfaction with the job itself, the employment relationship, and the working conditions. The implication is that strengthening employee capacity through training, mentoring, and assignments that provide a mastery experience will have a double impact: increasing self-confidence as well as employee job satisfaction.

Pengaruh Perceived Organizational Support terhadap Job Satisfaction

The results of the second hypothesis test showed that perceived organizational support had a positive and significant effect on job satisfaction ($\beta = 0.455$; $t = 7.712$; $p < 0.05$), and was the strongest direct influence in the research model. These findings are in line with organizational support theory (Eisenberger et al., 1986) which explains that employees who perceive their organization to value contributions and care about their well-being will develop emotional bonds and positive assessments of their work as a form of reciprocal social exchange.

Interestingly, despite being the strongest predictor of job satisfaction, descriptive results show that perceived organizational support is actually the variable with the lowest assessment

(3.76), especially in the aspects of appreciation for work achievement (3.65) and concern for welfare (3.66). The combination of these two findings has important managerial implications: improvements in organizational support have the potential to provide the greatest increase in job satisfaction compared to other interventions. Therefore, the Directorate General of Islamic Education needs to prioritize strengthening the performance appreciation system, for example through non-financial awards, periodic recognition of achievements, and responsive employee aspiration channels.

The Influence of Self Efficacy on Work Engagement

The results of the third hypothesis test showed that self efficacy had a positive and significant effect on work engagement ($\beta = 0.238$; $t = 3.657$; $p < 0.05$). These findings are in line with the Job Demands-Resources model (Bakker and Demerouti, 2017) which places self-efficacy as a personal resource that encourages intrinsic motivation and work attachment. Employees who are confident in their abilities tend to be more energetic, dedicated, and dissolved in their work because they view the demands of work as something that can be controlled.

Although significant, the effect size value of this direct influence is relatively small ($f^2 = 0.098$), which indicates that self-confidence does not necessarily translate into direct work attachment, but is mostly channeled through the formation of job satisfaction first. This is also reflected in the descriptive findings where the vigor dimension (work energy) is the lowest aspect of attachment. Thus, efforts to increase work attachment through strengthening employee self-confidence need to be accompanied by the creation of a satisfactory work experience so that the impact is optimal.

Pengaruh Perceived Organizational Support terhadap Work Engagement

The results of the fourth hypothesis test showed that perceived organizational support had a positive and significant effect on work engagement ($\beta = 0.307$; $t = 5.267$; $p < 0.05$). In the framework of Job Demands-Resources, organizational support is a job resource that triggers a motivational process: when employees feel valued and supported, they reciprocate it by devoting energy, dedication, and greater involvement to work, as explained by the norm of reciprocity in social exchange theory.

These findings strengthen the strategic position of organizational support within the Directorate General of Islamic Education, especially considering that more than half of the respondents are employees with a working period of less than three years whose perception of the organization is still in the formation stage. Tangible support in the early stages of work — such as adequate work facilitation, leadership care, and openness to aspirations — will form long-term work attachments, while reducing the risk of declining morale in the identified areas of vigor.

The Effect of Job Satisfaction on Work Engagement

The results of the fifth hypothesis test showed that job satisfaction had a positive and significant effect on work engagement ($\beta = 0.397$; $t = 5.838$; $p < 0.05$) and was the strongest direct predictor of work attachment in this model. These findings are consistent with the view of Spector (1997) that job satisfaction is an overall affective attitude towards work that is the foundation for positive work behavior and psychological conditions, including employees' willingness to be fully attached to their work.

Descriptively, employee job satisfaction is in the high category (3.88) with an even distribution across all dimensions, and this is in line with the high job attachment (3.91) which relies on a sense of pride in work. The implication is that maintaining job satisfaction — especially in the aspect of reward for performance that is identified as the weakest (3.83) — is the most effective path to maintain and increase the work attachment of employees of the Directorate General of Islamic Education.

The Effect of Self Efficacy on Work Engagement through Job Satisfaction

The results of the sixth hypothesis test showed that job satisfaction positively and significantly mediated the influence of self efficacy on work engagement (indirect $\beta = 0.148$; $t = 3.962$; $p < 0.05$). Because the direct influence of self-efficacy on work engagement is also significant, the mediation that occurs is partially complementary, meaning that self-confidence increases work attachment both directly and through the formation of job satisfaction first.

These findings confirm the psychological mechanism that high self-confidence drives a successful and fulfilling work experience, and it is satisfaction that then fosters energy, dedication, and full engagement at work.

The Effect of Perceived Organizational Support on Work Engagement through Job Satisfaction

The results of the seventh hypothesis test showed that job satisfaction mediated positively and significantly the influence of perceived organizational support on work engagement (indirect $\beta = 0.181$; $t = 4.541$; $p < 0.05$) with the type of complementary partial mediation. This indirect influence value was greater than the self-efficacy mediation pathway (0.148), which shows that the organizational support pathway $\rightarrow$ job satisfaction $\rightarrow$ work attachment was the most powerful mechanism in this research model.

Overall, the findings of this study illustrate a complete chain of influences: perceived positive organizational support and employee self-confidence build job satisfaction, and job satisfaction becomes the main bridge to high job engagement. Considering that perceived organizational support is the variable with the lowest assessment as well as the strongest influence, the policy priorities of the Directorate General of Islamic Education should be directed at strengthening organizational support, especially the performance appreciation system and concern for employee welfare because the improvement will flow to increase job satisfaction and employee attachment simultaneously.

CONCLUSION

Based on the results of the data analysis and discussion, this study concludes that self-efficacy, perceived organizational support, and job satisfaction play important roles in enhancing work engagement among employees of the Directorate General of Islamic Education of the Ministry of Religious Affairs of the Republic of Indonesia. The findings indicate that self-efficacy has a positive and significant effect on job satisfaction, meaning that employees with higher confidence in their ability to complete tasks and overcome work challenges tend to experience higher levels of job satisfaction. Furthermore, perceived organizational support also has a positive and significant effect on job satisfaction and represents the strongest direct predictor, indicating that employees' perceptions of organizational appreciation for their contributions and concern for their well-being can enhance job satisfaction through a reciprocal relationship between employees and the organization.

In addition, self-efficacy and perceived organizational support were found to have positive and significant effects on work engagement, demonstrating that employees' confidence and organizational support contribute to greater energy, dedication, and involvement in their work. Job satisfaction was also identified as the strongest direct predictor of work engagement, indicating that employees with higher satisfaction toward their work tend to demonstrate stronger work engagement. Beyond its direct effect, job satisfaction serves as a mediating variable in the relationships between self-efficacy, perceived organizational support, and work engagement. This finding suggests that employees' confidence and organizational support not only directly enhance work engagement but also indirectly strengthen engagement through increased job satisfaction, which functions as an important mechanism in developing optimal employee engagement.

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