



The Influence of Job Resources on Work Engagement Mediated by Psychological Capital

I Wayan Surnantaka^{1*}, Ida Bagus Ketut Surya², I Gede Riana³, Ayu Desi Indrawati⁴

Udayana University Denpasar, Indonesia

Corresponding Author: I Wayan Surnantaka,
surnantaka.24008@student.unud.ac.id

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ABSTRACT

The low quality of public services remains a challenge in bureaucratic reform in Indonesia, related to low employee work engagement. This study examines ASN and P3K employees at the Badung Samsat Office, focusing on the influence of job resources on work engagement and psychological capital, as well as the mediating role of psychological capital. A quantitative survey with PLS-SEM analysis was employed. The results indicate that job resources have a positive and significant effect on both work engagement and psychological capital. Psychological capital also positively affects work engagement and partially mediates the relationship. These findings strengthen the Job Demands–Resources (JD-R) model and provide practical implications for improving public service quality through the development of job resources and employee psychological capital.

INTRODUCTION

The Indonesian government continues to encourage bureaucratic reform to improve the quality of public services that are transparent, accountable, and oriented towards public satisfaction (Supriyanto et al., 2025). In this context, human resources (HR) play a strategic role, because the quality of public services is greatly influenced by the level of employee work engagement (Kurniawan et al., 2021). Employees with high work engagement tend to show enthusiasm, dedication, and positive energy, so that they are able to provide better quality services and increase public trust (Simone et al., 2016).

However, bureaucratic reform efforts still face serious challenges due to the low work engagement of the State Civil Apparatus (ASN). Work engagement in the public sector is a crucial factor in determining the quality of services to the community (Cooke et al., 2019). Various studies show that ASN's work engagement is still in the low category (Halim, 2022; Melinda & Salendu, 2021), which has an impact on decreasing enthusiasm, focus, and dedication in carrying out public service tasks (Widodo et al., 2025).

A similar phenomenon occurred at the Badung Samsat Office. Preliminary studies show that the average employee work engagement is only 2.01 (scale 1–5), with the absorption dimension as the lowest aspect. This condition indicates that employees are not emotionally, cognitively, or physically connected to their work. The low work engagement is reinforced by the results of pre-survey interviews which show that some employees carry out their duties more due to administrative obligations than internal motivation. The impact is reflected in the achievement of regional tax revenue realization for the 2022–2024 period which has not reached the target, which can reflect the low effectiveness of organizational work (Schaufeli et al., 2002).

Within the framework of the Job Demands–Resources (JD-R) Theory, work engagement is influenced by the availability of job resources, such as supervisor support, role clarity, autonomy, and self-development opportunities (Demerouti & Bakker, 2023). Various studies show that Job Resources have a positive effect on work engagement (Kotze, 2018; Van Den Broeck et al., 2017; Radic et al., 2020). However, empirical findings regarding the relationship are still inconsistent. Some studies have found that job resources do not have a significant effect on work engagement in certain contexts (Astisya & Hadi, 2021; Albrecht et al., 2021; Ugwu et al., 2024).

In addition, the study of work engagement is still dominated by research in the private sector, while the public sector has different bureaucratic, regulatory, and autonomy characteristics (Perry & Hondeghem, 2009; Borst et al., 2019). This shows that there is a contextual and empirical gap in understanding the mechanism of work engagement in regional public service organizations.

To bridge the inconsistencies of these findings, this study refers to psychological capital as a personal resource in the perspective of JD-R Theory. Psychological capital consisting of hope, self-efficacy, optimism, and resilience is believed to be able to strengthen and explain the relationship between Job Resources and work engagement (Biswal et al., 2023; Deng, 2023). However,

empirical evidence on the role of psychological capital mediation in the public sector context is still limited.

Based on these empirical phenomena, research gaps, and contextual gaps, this study aims to analyze the influence of job resources on work engagement with the role of psychological capital mediation in employees of the Badung Samsat Office. This study is expected to make a theoretical contribution to the development of JD-R Theory as well as practical implications for improving the quality of public services and achieving regional revenue targets.

THEORETICAL REVIEW

Job Demands–Resources (JD-R) Theory

Job Demands–Resources (JD-R) Theory was introduced by Demerouti et al. (2001) which classifies working conditions into two main categories, namely job demands and job resources, which have different implications for the psychological condition and performance of employees. Job demands refer to aspects of work that require continuous physical and psychological effort, while job resources include aspects of work that help achieve work goals, reduce the impact of demands, and encourage personal growth and development (Demerouti et al., 2001).

The development of this model by Schaufeli and Bakker (2004) included work engagement as an important construct in addition to burnout, by explaining two main psychological processes, namely the health-impairment process and the motivational process that connects job resources with work engagement (Schaufeli & Bakker, 2004; Schaufeli & Taris, 2014). High job demands have the potential to cause physical and mental exhaustion, while job resources such as supervisor support, autonomy, role clarity, and self-development opportunities play a role as motivational factors that increase energy, dedication, and work engagement (Bakker & Demerouti, 2017; Bakker et al., 2023).

JD-R Theory was chosen as the foundation of research because of its ability to explain the motivational mechanisms of work engagement as well as its flexibility of application in various organizational contexts, including the public sector (Bakker & Demerouti, 2017). In this study, this theory is used to explain the influence of job resources on work engagement and the role of psychological capital as a personal resource that mediates these relationships, in line with the findings of Zulhasmi et al. (2021).

Work Engagement

Work engagement is a positive psychological condition when the individual is fully present in his or her work physically, cognitively, and emotionally (Kahn, 1990). Work engagement is characterized by three main dimensions, namely vigor, dedication, and absorption, which reflect mental energy and resilience, meaningful emotional engagement, and the individual's full centeredness at work (Schaufeli et al., 2006; Bakker & Leiter, 2010). In addition to reflecting a positive attitude towards work, work engagement also describes individual motivation, resilience, and commitment in the face of work demands, although

the relationship to job resources is not always linear (Mufarrikhah et al., 2020; Ugwu et al., 2024). In the context of the public sector, work engagement is formed through the interaction of individual characteristics, work experience, and the work environment (Zahari & Kaliannan, 2023).

Work engagement measurements generally use the widely validated Utrecht Work Engagement Scale (UWES), with UWES-9 being a concise version that remains reliable and valid (Schaufeli et al., 2002; Schaufeli et al., 2006; Seppälä et al., 2009). This instrument is effective in measuring work engagement based on the dimensions of vigor, dedication, and absorption (Agustiana et al., 2024; Laguía et al., 2024; Van Den Broeck et al., 2017).

Job Resources

Job resources are physical, psychological, social, and organizational aspects that function to reduce the impact of work demands, help achieve work goals, and encourage employee growth and development (Bakker & Demerouti, 2017). Within the framework of Job Demands–Resources (JD-R) Theory, job resources play a strategic role in the motivational process that increases work engagement (Demerouti et al., 2001). Various studies show that the availability of adequate Job Resources is able to increase job satisfaction and attachment, while mitigating the negative impact of high work demands (Rai & Chawla, 2022; Radic et al., 2020).

Job resources include the support of superiors and colleagues, development opportunities, work autonomy, adequate staffing and time, and the availability of physical and technical resources that create a supportive and effective work environment (Bakker & Demerouti, 2017; Sarwar et al., 2021; Deng et al., 2023). In this study, the measurement of job resources refers to Mayerl et al. (2016) which includes six main dimensions, namely supervisor support, collegial support, opportunities for development, staffing and time, material resources, and job autonomy, which are considered relevant in the context of the public sector.

Psychological Capital

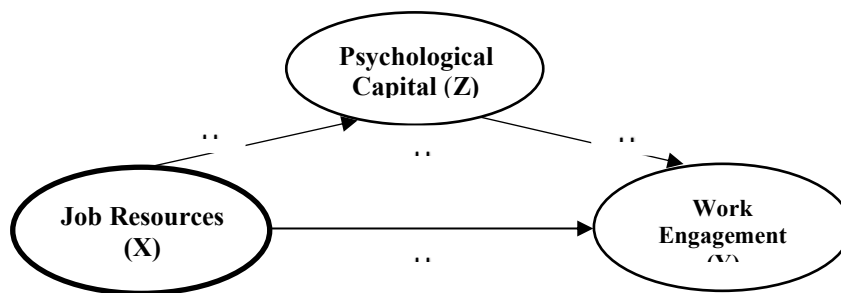
Psychological capital is a positive personal resource that can be developed and plays an important role in improving employee welfare, performance, and work engagement (Yang et al., 2020). Psychological capital is defined as a collection of positive psychological capacities consisting of self-efficacy, optimism, hope, and resilience, which function as an individual's internal strength in facing challenges and achieving work goals (Luthans & Morgan, 2017; Rizana et al., 2022; Kim & Kweon, 2020).

In the context of organizations, psychological capital plays a role as a personal resource that strengthens motivational processes, thereby encouraging higher commitment and attachment to work (Rizana et al., 2022; Zamralita, 2024). The measurement of psychological capital in this study refers to Kim et al. (2018), which includes four main dimensions, namely hope, self-efficacy, optimism, and resilience, which are relevant to explain the work engagement of public sector employees.

Research Framework and Hypothesis Development

This research is motivated by the low work engagement of employees in the public sector which has an impact on the quality of public services, especially at the Badung Samsat Office. This condition is in line with the finding that the work engagement of ASN and P3K tends to be lower than other sectors, so that the strengthening of job resources is a strategic factor in the context of hierarchical and bureaucratic public organizations.

Based on the Job Demands–Resources Theory (JD-R Theory), this study confirms that job resources play a role in reducing job demands and increasing motivation and attachment to work (Bakker & Demerouti, 2017; Demerouti et al., 2021). In addition to these direct influences, psychological capital consisting of hope, self-efficacy, optimism, and resilience is positioned as a mediating variable that strengthens work engagement. Based on theoretical and empirical studies, this study builds a conceptual model with job resources as an exogenous variable, work engagement as an endogenous variable, and psychological capital as a mediating variable.



Source: Primary data processed, 2025

Figure 1. Research Conceptual Framework

Research Hypothesis

Various previous studies have shown that Job Resources have a positive influence on work engagement (Altunel et al., 2015; Van den Broeck et al., 2017; Radic et al., 2020; Bhatti et al., 2018; Medina, 2024). Job resources such as social support, autonomy, and development opportunities have also been shown to have a positive effect on employees' psychological capital (Samroodh et al., 2022; Pompuang et al., 2019; Kumar et al., 2023). Furthermore, psychological capital plays an important role as a driver of work engagement, as individuals with high levels of psychological capital tend to be more optimistic, resilient, and committed to work (Giancaspro et al., 2022; Rozkwitalska et al., 2022; Begum et al., 2023).

A number of studies have also confirmed the mediating role of psychological capital in the relationship between Job Resources and work engagement, particularly in the public sector (Sajuthi et al., 2020; Zulhasmi et al., 2021). Based on this study, the research hypothesis was formulated as follows:

- H1: Job resources have a positive and significant effect on work engagement.
- H2: Job resources have a positive and significant effect on psychological capital.

H3: Psychological capital has a positive and significant effect on work engagement.

H4: Psychological capital mediates the influence of job resources on work engagement.

METHODOLOGY

Research Design

This research is motivated by the low work engagement of employees in public organizations, which is allegedly influenced by the limitations of job resources—such as supervisor support, autonomy, technical resources, and development opportunities—as well as low psychological capital. The test was carried out on employees of the Badung Samsat Office as representatives of public service organizations. The study used a quantitative approach with the causal associative method to analyze the influence of job resources on work engagement mediated by psychological capital. Primary data were obtained through a questionnaire that measured the dimensions of each latent variable, converted into a Likert scale score of 1–5, and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS).

Research Location and Time

The research was carried out at the Badung Samsat Office, Jalan I Gusti Ngurah Rai No.203, Werdi Bhuwana Village, Mengwi, Badung, Bali. The subjects of the study are ASN and P3K employees, chosen because Samsat Badung is an OPD that provides direct services to the community, has a dynamic work area with community diversity, and contributes significantly to the region's original income. This study also considers the problem of work engagement in the office. The research time is adjusted to the academic schedule of the research.

Identification of Research Variables

This research was conducted on all employees of the Badung Samsat Office with a focus on work engagement, Job Resources, and psychological capital. The goal is to analyze the influence of Job Resources on work engagement mediated by psychological capital. The research variables consisted of exogenous variables, namely job resources (X), and endogenous variables, namely work engagement (Y) with psychological capital as a mediating variable.

Population, Sample, and Sample Determination Method

The population of this study is all employees of the Badung Samsat Office consisting of ASN and P3K as many as 118 people. The research uses a saturated sampling method (census), where all members of the population are sampled, considering that the population is relatively small and to obtain a minimum error rate (Sugiyono, 2019; 2024). Thus, the number of samples in this study is 118 respondents.

Data Analysis Techniques

This study uses data collection methods through questionnaires and interviews. The questionnaire was distributed online using Google Form via

WhatsApp with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure the variables of work engagement, job resources, and psychological capital. Interviews were conducted with authorized officials to obtain supporting data in the form of profiles and organizational structures.

The research instrument was compiled based on the indicators of each variable and tested for validity and reliability in the initial 30 respondents. The validity test uses Pearson's correlation with the r-limit of table 0.361 ($\alpha = 5\%$), showing all 48 valid statement items. The reliability test showed that Cronbach's Alpha value of all variables was above 0.6, so that the instrument was declared reliable and suitable for use.

Data analysis techniques include descriptive analysis to describe the tendency of respondents' answers and inferential analysis using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). Score interpretation uses a value interval of 0.8 to classify the rating level from very low to very high.

RESERACH RESULTS

Respondent Characteristics

Table 1. Respondent Characteristics

No.	Characteristics	Classification	Number (people)	Present (%)
1.	Gender	Male	76	64,41
		Female	42	35,59
		Total	118	100
2.	Tenure	1 - 2.5 yrs	11	9,32
		>2.5 - 5 yrs	18	15,25
		>5 - 7.5 yrs	17	14,41
		>7.5 - 10 yrs	27	22,88
		>10 Years	45	38,14
		Total	118	100
3.	Age	20-25 yrs	7	5,93
		26-30 yrs	23	19,49
		31-35 yrs	25	21,19
		36-40 yrs	19	16,10
		41-45 yrs	42	35,59
		>46 yrs	2	1,70
		Total	118	100
4.	Education	High School/Vocational	32	27,12
		Diploma/Equivalent	2	1,69
		S1	80	67,80
		Postgraduate	4	3,39
		Total	118	100
5.	Field of Work Jobs	Service Section	19	16,10
		Billing and Objections Section	9	7,63
		Administration	6	5,08

Revenue Manager	11	9,32
Personnel Manager	5	4,24
Registration, Tax Collection, and Levy Manager	20	16,95
Administrative	16	13,56
Operational Service Planner	11	9,32
Tax Collection Data Processor	11	9,32
Driver and Safety	10	8,48
Total	118	100

Source: Primary Data processed, 2025

Table 1 presents the characteristics of 118 ASN and P3K respondents of the Badung Samsat Office. Respondents were dominated by male employees (64.41 percent). Most have a working period of more than 10 years (38.14 percent) and are in the age range of 41–45 years (35.59 percent), which indicates relatively high work experience. In terms of education, the majority are educated in S1 and Postgraduate (71.19 percent). Respondents were spread across various main work units, especially in the field of services and revenue management, so as to reflect the organizational structure in a representative manner and support the validity of the research data.

Description of Research Results Data

This study provides a descriptive analysis to determine the response criteria of respondents collected through a questionnaire based on tabulation of the Likert scale score and adjusted to the calculation of predetermined interval values.

Table 2. Description or Interpretation of Interval Values

No.	Score Interval	Rating Categories	
		Work engagement	(Job Resources and Psychological Capital)
1.	1.00 – 1.80	Very weak	Very Low
2.	> 1.80 – 2.60	Weak	Low
3.	> 2.60 – 3.40	Moderately Strong	Moderately High
4.	> 3.40 – 4.20	Strong	Height
5.	> 4.20 – 5.00	Very Strong	Very High

Source: Primary Data processed, 2025

Table 2 shows the interval value with the interpretation of the assessment category of each variable of work engagement, Job Resources and psychological capital adjusted to the average results of respondents' answers from each statement item.

Work Engagement

Work engagement is an endogenous variable in this study and is measured by three dimensions using nine indicators that are outlined into statement items on the questionnaire, as presented in table 3 as follows:

Table 3. Respondents' Assessment of the Work engagement Variable

No.	Statement	Frequency of Answers					Ave	Ket
		1	2	3	4	5		
<i>Vigor</i>								
Y1.1	I'm energized at work	17	18	26	50	7	3,10	Quite Powerful
Y1.2	I get excited when I work in the office	13	21	20	46	18	3,30	Quite Powerful
Y1.3	When I wake up in the morning, I'm excited to go to work	17	15	24	41	21	3,29	Quite Powerful
Average Vigor							3,23	Quite Powerful
<i>Dedication</i>								
Y2.1	I'm proud of the work I do	16	15	21	40	26	3,38	Quite Powerful
Y2.2	I am very enthusiastic about my work	16	14	21	44	23	3,37	Quite Powerful
Y2.3	I'm inspired by the work I do	15	15	22	50	16	3,31	Quite Powerful
Average Dedication							3,36	Quite Powerful
<i>Absorption</i>								
Y3.1	I'm immersed in my job	14	17	25	54	8	3,21	Quite Powerful
Y3.2	I get carried away at work	19	10	21	41	27	3,40	Quite Powerful
Y3.3	I am happy, when I work intensely	23	7	24	42	22	3,28	Quite Powerful
Average Absorption							3,30	Quite Powerful
Average Work engagement							3,29	Quite Powerful

Source: Primary Data processed, 2025

The results of the distribution of answers in Table 3 show that the work engagement of employees of the Badung Samsat Office is in the category of quite strong with an overall average score of 3.29. The dedication dimension has the highest average score (3.36), followed by absorption (3.30), which indicates that employees have enough pride, emotional involvement, and focus on carrying out tasks. Meanwhile, the vigor dimension showed the lowest average value (3.23), indicating that the level of energy, enthusiasm, and work perseverance of employees is still relatively lower than other dimensions, although it remains in the category of quite strong and has the potential to be improved.

Job Resources

Table 4. Respondents' Assessment of Job Resources Variables

No.	Statement	Frequency of Answers					Average	Ket
		1	2	3	4	5		
<i>Supervisor support</i>								
X1.1	I received adequate recognition from my superiors	18	9	23	45	23	3,39	Quite High
X1.2	I was appreciated by my boss for a good job	16	10	23	59	10	3,31	Quite High
X1.3	My boss cares about the welfare of the workers	16	11	35	45	11	3,20	Quite High
X1.4	My boss gave me adequate feedback on my work	15	13	25	48	17	3,33	Quite High
Average Supervisor support							3,30	Quite High
<i>Opportunities for development</i>								
X2.1	I have the opportunity to develop professionally	15	11	25	52	15	3,35	Quite High
X2.2	I can access adequate further education	15	14	25	56	8	3,24	Quite High
X2.3	I received adequate training on new technologies	15	10	27	60	6	3,27	Quite High
X2.4	I get training, when I get new responsibilities on the job	15	11	28	57	7	3,25	Quite High
Average Opportunities for development							3,29	Quite High
<i>Collegial support</i>								
X3.1	I believe in mutual respect between colleagues Collegial support	16	8	19	52	23	3,49	High
X3.2	I am supported by colleagues in carrying out my work	16	9	21	49	23	3,46	High
X3.3	I can rely on co-workers, when I have difficulties at work	16	13	24	50	15	3,30	Quite High
X3.4	I believe my colleagues are competent in carrying out their work	16	9	23	50	20	3,42	High
Average Collegial Support							3,42	High

Table 4. Connection

No.	Statement	Frequency of Answers					Average	Ket
		1	2	3	4	5		
<i>Staffing and time</i>								
X4.1	I consider the number of staff to be sufficient to complete the work	17	9	30	49	13	3,27	Quite High
X4.2	I have enough time to complete important tasks in my work	16	7	24	61	10	3,36	Quite High
X4.3	I consider the composition of the staff to be in accordance with the needs of the job	16	8	37	46	11	3,24	Quite High

X4.4	I consider the number of support staff where I work to be enough	16	9	33	51	9	3,24	Quite High	
							Average Staffing and time	3,29	Quite High
<i>Material resources</i>									
X5.1	I have access to taxpayer information electronically	16	11	31	46	14	3,26	Quite High	
X5.2	I have access to electronic resources for taxpayer services	16	10	31	47	14	3,28	Quite High	
X5.3	I can provide better service with the information system and technology available	17	6	26	52	17	3,39	Quite High	
X5.4	I am satisfied with the availability of electronic means of communication with colleagues	18	6	27	52	15	3,34	Quite High	
							Average Material resources	3,31	Quite High
<i>Job autonomy</i>									
X6.1	I have the freedom to make decisions about my work	16	14	30	44	14	3,22	Quite High	
X6.2	I am allowed to use my professional judgment to act in the interests of the taxpayer	16	12	37	45	8	3,14	Quite High	
X6.3	I have a direct influence in shaping the work environment in providing services	16	14	28	45	15	3,25	Quite High	
X6.4	I have the flexibility to modify my daily tasks of work	17	7	26	54	14	3,35	Quite High	
							Average Job Autonomy	3,20	Quite High
							Average Administrative Resources	3,30	Quite High

Source: Primary Data processed, 2025

The results of the distribution of answers in Table 4 show that the job resources of employees of the Badung Samsat Office are in the category of quite high with an overall average score of 3.30. These findings indicate that employees receive relatively adequate work support, both from their superiors and colleagues, development opportunities, availability of time and staff, and work support facilities. The collegial support dimension recorded the highest average score (3.42), which reflects the strength of support and cooperation between employees. The dimensions of supervisor support, material resources, opportunities for development, and staffing and time are in the category of quite high, showing that leadership support, work facilities, development opportunities, and labor conditions and working time are considered quite good. Meanwhile, the dimension of job autonomy has the lowest average value (3.20), which indicates that the level of employee independence in decision-making and work arrangements is still quite sufficient, but it is not optimal and needs to be improved.

Psychological Capital

Psychological capital in this study acts as a mediating variable that is measured through four dimensions—hope, self-efficacy, optimism, and resilience—with 15 indicators. Based on Table 5.5, the results of the distribution of respondents' answers showed an overall average score of 2.88 which was included in the category of quite high (range 2.60–3.40). This finding indicates that employees of the Badung Samsat Office have a relatively adequate level of psychological capital as internal resources, so that they are able to face job challenges and support their welfare and work performance.

Table 5. Respondents' Assessment of Psychological Capital Variables

No.	Statement	Frequency of Answers					Average	Ket
		1	2	3	4	5		
<i>Back</i>								
Z1.1	I have full passion to achieve my work targets	17	12	27	51	11	3,23	Quite High
Z1.2	I see myself as successful at work	15	21	43	36	3	2,92	Quite High
Z1.3	I think of many ways to achieve my work goals	15	24	35	40	4	2,95	Quite High
Z1.4	I am able to fulfill my own work goals	16	19	47	30	6	2,92	Quite High
Average Hope							3,03	Quite High
<i>Self-efficacy</i>								
Z2.1	I am confident that I can analyze long-term problems to find solutions	17	21	49	28	3	2,82	Quite High
Z2.2	I am confident to represent the office in a wide range of activities	18	25	56	17	2	2,66	Quite High
Z2.3	I am confident in dealing with various taxpayer characters	18	22	36	35	7	2,92	Quite High
Z2.4	I am always passionate about achieving performance targets	23	17	24	46	8	2,99	Quite High
Average Self-efficacy							2,80	Quite High
<i>Optimism</i>								
Z3.1	When faced with uncertainty at work, I expect the best results	19	25	32	41	1	2,83	Quite High
Z3.2	I see the bright side of my work	22	21	26	48	1	2,87	Quite High
Z3.3	I am optimistic about the future of my work	18	25	30	42	3	2,89	Quite High
Z3.4	I judged that in work it often did not go the way I wanted it to	23	17	29	46	3	2,91	Quite High
Average Optimism							2,86	Quite High
<i>Resilience</i>								
Z4.1	I am confident that I can do the work I have been given	22	18	43	32	3	2,80	Quite High

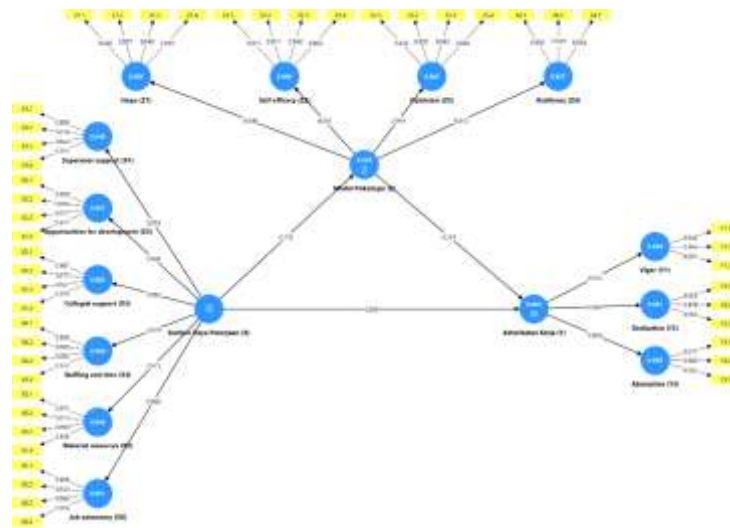
Z4.2	I was able to get through a tough time at work	21	16	36	41	4	2,92	Quite High	
Z4.3	I can handle many things at once in my work	21	21	48	26	2	2,72	Quite High	
							Average Resilience	2,81	Quite High
							Average Psychological Capital	2,88	Quite High

Source: Primary Data processed, 2025

The results of the distribution of answers in Table 5 show that the hope dimension has the highest average value of 3.03, which indicates that Samsat Badung employees have a strong enough drive and enthusiasm in achieving work targets and are able to formulate various ways to realize the set goals. The optimism dimension occupies the next position with an average score of 2.86, reflecting employees' positive views on work and confidence in the future of work. The resilience dimension obtained an average score of 2.81, indicating a sufficient level of employee resilience, although the ability to face difficulties and handle many tasks is not fully optimal. Meanwhile, the self-efficacy dimension has the lowest average value of 2.80, which indicates that employees' confidence in analyzing problems, representing the organization, dealing with taxpayers, and achieving performance targets still needs to be improved.

Data Analysis and Hypothesis Testing

This study was analyzed using SmartPLS 4.1.1.6 with a PLS-SEM reflective-reflective higher-order construct approach through a repeated indicator approach. Model evaluation includes measurement models (outer models) and structural models (inner models) as well as hypothesis testing.



Source: Primary Data processed, 2025

Figure 1. Measurement Model with Algorithmic Procedure

The results of the measurement model evaluation showed that all indicators and dimensions had an outer loading > 0.7 , an AVE value of > 0.5 , and

met the discriminant validity based on the Fornell–Larcker criteria. The entire construct is also declared reliable, as shown by Cronbach's alpha and composite reliability values > 0.7 . Thus, the research instrument is declared valid and reliable. The evaluation of the structural model showed that work engagement had an R^2 value of 0.803 (substantial) and psychological capital of 0.538 (moderate). A Q^2 value of 0.909 indicates that the model has very strong predictive capabilities.

Table 6. Results of the Direct Influence Test Between Variables

Construct	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV Düsseldorf)	P-Values	Hypothesis Status
Job Resources (X) → Work engagements (Y)	0,660	0,100	6,628	0,000	Accepted
Job Resources (X) → Psychological Capital (Z)	0,733	0,062	11,878	0,000	Accepted
Psychological Capital (Z) → Work engagement (Y)	0,291	0,110	2,655	0,008	Accepted

Source: Primary Data processed, 2025

Based on Table 5.15, Job Resources have a positive and significant effect on work engagement and psychological capital. In addition, psychological capital also has a positive and significant effect on work engagement. These results show that all direct influence hypotheses in this study are accepted. The findings confirm the Job Demands–Resources (JD-R) Theory, that job resources play a direct role in increasing work engagement and indirectly through strengthening employee psychological capital.

DISCUSSION

The results of the hypothesis test showed that Job Resources had a positive and significant effect on the work engagement and psychological capital of employees of the Badung Samsat Office, and psychological capital also had a positive and significant effect on work engagement. In addition, psychological capital has been shown to partially mediate the complementary relationship between Job Resources and work engagement. These findings confirm the Job Demands–Resources (JD-R) Theory which states that job resources play a role as the main driver of the motivational process, either directly in increasing work engagement and indirectly through strengthening personal resources in the form of psychological capital (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2014).

In the context of Samsat Badung employees, the availability of Job Resources such as the support of superiors and colleagues, clarity of service procedures, adequate work facilities, and the use of digital service technology directly contribute to the increase in employee work engagement. These resources also strengthen the positive psychological condition of employees

which is reflected in hope, self-efficacy, optimism, and resilience, so that employees are more confident, optimistic, resilient, and enthusiastic in facing the demands of dynamic public services. Strong psychological capital further encourages the emotional, cognitive, and physical involvement of employees in work, so that work engagement is formed more sustainably (Bakker & Demerouti, 2007; Bakker & Demerouti, 2017).

The complementary partial mediation pattern shows that Job Resources not only have a direct influence on work engagement, but are also strengthened through an increase in employee psychological capital. This emphasizes that direct and indirect paths run simultaneously and complement each other within the framework of JD-R Theory. These findings are consistent with various previous studies that affirm the important role of Job Resources and psychological capital in increasing work engagement in various organizational contexts (Altunel et al., 2015; Broeck et al., 2017; Radic et al., 2020; Giancaspro et al., 2022; Begum et al., 2023). Thus, the results of this study enrich empirical evidence that improving the quality of Job Resources and strengthening psychological capital are key strategies in building employee work engagement, especially in public service organizations such as the Badung Samsat Office.

CONCLUSION AND RECOMMENDATION

Based on the results of data analysis and research discussions on the influence of Job Resources and psychological capital on the work engagement of employees of the Badung Samsat Office, it can be concluded that Job Resources have a very important role in increasing work engagement, either directly or indirectly through strengthening psychological capital. Employees who receive adequate organizational support, such as the support of superiors and colleagues, clarity of procedures, adequate work facilities, autonomy, and access to competency development, show higher levels of emotional, cognitive, and physical involvement in their work.

This research also proves that Job Resources have a positive and significant effect on the psychological capital of employees which is reflected in hope, self-efficacy, optimism, and resilience. The availability of Job Resources is able to strengthen the positive psychological condition of employees, so that they are more confident, optimistic, resilient, and have strong expectations in facing the demands of dynamic public services. Furthermore, psychological capital has been shown to have a positive and significant effect on work engagement, which shows that employees with high psychological strength tend to be more enthusiastic, more engaged, and better able to maintain commitment to their work.

Furthermore, the results of the study show that psychological capital partially mediates the complementary relationship between Job Resources and work engagement. These findings indicate that Job Resources not only increase work engagement directly, but also strengthen this attachment through an increase in psychological capital as an internal psychological mechanism of employees. Thus, this study confirms the relevance of the Job Demands-Resources (JD-R) Theory in the context of public service organizations and

emphasizes that improving the quality of Job Resources accompanied by the development of psychological capital is a key strategy in building the work engagement of employees of the Samsat Badung Office in a sustainable manner.

FURTHER STUDY

The next research is suggested to expand the research object to various public service agencies and the private sector so that the findings have a wider generalization power. Future studies also need to use more diverse methodological approaches, such as interviews, observations, supervisory assessments, or longitudinal designs, to minimize subjectivity bias and strengthen the understanding of causal relationships between variables. In addition, subsequent research can develop models by including other variables, such as leadership style, organizational culture, workload, and work-life balance, as well as analyze the contribution of each dimension of psychological capital separately in order to obtain a more comprehensive understanding of work engagement.

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