

The Role of Innovativeness and Intrinsic Motivation in Enhancing Employee Engagement through Self-Efficacy: Evidence from Employees of the Bureau of Procurement of Goods and Services, Regional Secretariat of East Java Province, Indonesia

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Abstract— This study aims to analyze the role of innovativeness and intrinsic motivation to increase employee engagement through self-efficacy in the public sector. Employee engagement is crucial for all organizations as it helps create a better work culture, reduces staff turnover, increases productivity, improves workplace relationships, and impacts the organization's bottom line. Self-Determination Theory (SDT) is used as a tool to analyze this relationship. This research uses a quantitative approach with a survey method involving 110 respondents working in The Goods/Services Procurement Bureau of The East Java Provincial Secretariat. The data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results show that innovativeness and intrinsic motivation significantly influence Self-Efficacy. Self-Efficacy has a positive but not significant effect on employee engagement. Self-efficacy did not mediate the influence of innovativeness and intrinsic motivation on employee engagement. This finding imply that increasing self-efficacy in public sector does not increase employee engagement, which should be a concern in order to further increase employee engagement. This study contributes to the development of employee engagement theory in the public sector as a reference for human resource managers in designing effective engagement strategies.

Keywords: Employee engagement, Innovativeness, Intrinsic Motivation, Self-Efficacy.

I. INTRODUCTION

Human resources are the primary asset that determines an organization's success, particularly in today's highly competitive environment. One strategy that organizations increasingly adopt to enhance performance and employee loyalty is employee engagement. Employee engagement is widely acknowledged as a fundamental determinant of organizational effectiveness. Employees who exhibit high levels of engagement are more likely to demonstrate stronger commitment, greater dedication, and a deeper psychological attachment to their work. (Kusmaningtyas & Nugroho, 2021). Employee engagement plays a vital role in organizational success by promoting a positive work environment, reducing employee turnover, enhancing productivity, strengthening interpersonal relationships, and improving overall organizational effectiveness. In the digital age, employee engagement has emerged as a key determinant of organizational success, as rapid technological advancements have fundamentally reshaped the way employees perform their work and interact. Consequently, conventional employee engagement practices are no longer adequate to address the evolving demands and complexities of the modern workplace (Rani et al., 2025). While employee engagement has been recognized as an important determinant of organizational success, achieving high levels of engagement remains a challenge for many organizations. Employee engagement is shaped by multiple internal and external factors that influence employees' psychological attachment to the organization and their motivation to perform at their highest potential.

The discussion presented above is supported by several previous studies. Research by (Ghonim et al., 2025) found that employee engagement is a strategic organizational practice that should be prioritized, as it significantly enhances employees' enthusiasm and dedication. Likewise, according to (Mvuyana et al., 2025) inadequate employee engagement practices can lead to counterproductive work behaviors, ultimately hindering organizational performance.

Despite extensive evidence highlighting the importance of employee engagement, many organizations have yet to give sufficient attention to this issue, as reflected in the findings of the Gallup Survey. Globally, employee engagement has faced significant challenges in the post-pandemic period. After reaching 23% during 2022–2023, the global engagement rate declined to 21% in 2024 due to geopolitical tensions, international conflicts, and technological disruption, before slightly increasing to 22% in 2025. During this period, stress and loneliness emerged as two of the most prominent challenges affecting the global workforce. In 2024, employee engagement levels in Southeast Asia remained above the global average of 21%, with the highest rates reported in the Philippines (38%), followed by Thailand (33%) and Indonesia (27%). (<https://kadininstitute.id/gallup-survey-global-workspace/>)

To investigate the identified gap in employee engagement, this study draws upon Self-Determination Theory (SDT) as its theoretical foundation. Developed by Edward L. Deci and Richard M. Ryan, Self-Determination Theory (SDT) highlights the role of intrinsic motivation and the satisfaction of basic psychological needs as fundamental drivers of human behavior.

According to the theory, individuals are more likely to attain optimal functioning and personal development when these essential psychological needs are fulfilled. These basic needs include autonomy (the ability to regulate one's own behavior), competence (the ability to develop and master skills), and relatedness (the ability to establish meaningful relationships with others). Self-Determination Theory also explains the relationship between motivation and two essential organizational outcomes, namely performance and well-being. The theory underscores the importance of cultivating high-quality, enduring motivation and encouraging employees to engage voluntarily in their work. SDT posits that a work environment that supports employee autonomy not only enhances job satisfaction and psychological well-being but also improves organizational effectiveness. Consequently, the theory provides a comprehensive framework for promoting employee engagement while simultaneously supporting both individual development and organizational success. Self-Determination Theory (SDT) argues that employees' performance and well-being are shaped by the underlying motivation that drives their work-related behaviors. According to SDT, motivation can be categorized into two primary forms: autonomous motivation and controlled motivation, each of which has distinct antecedents, consequences, and functional effects on work behavior (Deci et al., 2017). In this study, SDT serves as the theoretical foundation, with innovativeness, intrinsic motivation, and self-efficacy conceptualized as key antecedents of employee engagement.

The research model, incorporating the variables of innovativeness, intrinsic motivation, self-efficacy, and employee engagement grounded in Self-Determination Theory (SDT), was adapted from the studies of M. Huang and Teger. Huang's study was conducted in China, while Teger's research was undertaken in Indonesia. (Huang et al., 2026) examined how human resource practices influence employee engagement by investigating the mediating role of self-efficacy and the moderating effect of supervisory support among employees from various companies in China. The results demonstrated that human resource practices positively and significantly enhance employee engagement, while self-efficacy serves as a significant mediator in this relationship. In contrast, (Teger et al., 2025) investigated the mediating role of employee engagement in the relationships between innovativeness, intrinsic motivation, and employee performance among employees of foreign companies operating in Indonesia. The results indicated that innovativeness did not significantly influence employee performance, either directly or indirectly through employee engagement. In contrast, intrinsic motivation demonstrated a significant positive effect on employee performance, both directly and indirectly via employee engagement. Based on these two studies, the present study extends the existing research model by redefining the relationships among the proposed variables. This modification is grounded in the premise of Self-Determination Theory (SDT), which emphasizes individual internal factors, namely innovativeness, intrinsic motivation, and self-efficacy, as key determinants of employee engagement. Accordingly, these variables are integrated into a conceptual framework that

examines the roles of innovativeness and intrinsic motivation in enhancing employee engagement through the mediating effect of self-efficacy.

The proposed conceptual framework will be empirically tested among structural/managerial, functional, and administrative employees of the Bureau of Procurement of Goods and Services, Regional Secretariat of East Java Province, which is responsible for providing procurement support to all Regional Government Organizations (OPDs). To effectively fulfill these responsibilities amid rapid technological advancements, increasing digitalization, and growing workloads, employees are expected to demonstrate innovativeness and strong intrinsic motivation. These factors are expected to enhance self-efficacy, strengthen employees' confidence in performing their duties, and ultimately foster higher employee engagement.

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS), an analytical technique appropriate for examining complex and predictive models involving multiple latent variables simultaneously. The analysis comprised two stages: assessment of the measurement model (outer model) to establish indicator validity and reliability, followed by evaluation of the structural model (inner model) to test the relationships among latent constructs based on path coefficients, statistical significance, and predictive power. This approach provides a comprehensive evaluation of the proposed research model. (Hair et al., 2021)

This study seeks to validate Self-Determination Theory (SDT) by empirically testing a modified conceptual framework derived from the studies of Huang et al. (2026) and Teger et al. (2025). The proposed model examines and evaluates the roles of innovativeness and intrinsic motivation in enhancing employee engagement through the mediating role of self-efficacy among employees of the Bureau of Procurement of Goods and Services, Regional Secretariat of East Java Province.

Self-Determination Theory (SDT) suggests that the fulfillment of basic psychological needs, together with high-quality motivation, plays a central role in enhancing employees' performance and well-being (Deci et al., 2017). SDT distinguishes four types of motivation: autonomous, controlled, intrinsic, and extrinsic motivation, each producing different behavioral outcomes. Autonomous and intrinsic motivation encourage sustained performance and well-being, whereas controlled and extrinsic motivation are driven by external pressures or rewards. Two important SDT sub-theories further explain work motivation. Basic Psychological Needs Theory (BPNT) emphasizes that autonomy, competence, and relatedness are essential for psychological well-being, while Cognitive Evaluation Theory (CET) explains that intrinsic motivation depends on the extent to which social and organizational environments support these psychological needs (Deci et al., 2017)

Employee engagement reflects the degree to which employees devote their physical, cognitive, and emotional resources to the performance of their work. (Nursyidah, 2025). Kahn (1990) argued that employee engagement is determined by three core psychological conditions: meaningfulness,

psychological safety, and psychological availability. Higher levels of engagement promote stronger organizational commitment, collaboration, and overall performance, and can be fostered by encouraging employees to participate in organizational decision-making. (Sahnindita et al., 2024) and by establishing clear, measurable, and challenging work goals (Utami et al., 2025)).

Innovativeness refers to the propensity of individuals or organizations to embrace and implement novel ideas, methods, or products earlier than others (Rogers & Everett, 1995). It reflects the ability to transform creative ideas into practical improvements and organizational innovations, influenced by individuals' openness to change (Uygur & Yildirim, 2024). According to (Rogers & Everett, 1995), the innovation process consists of five stages: knowledge, persuasion, decision, implementation, and confirmation, while individuals are categorized into innovators, early adopters, early majority, late majority, and laggards according to their level of innovativeness.

Intrinsic motivation refers to individuals' inherent interest and enjoyment in performing an activity, motivating them to learn, explore, and develop competencies without relying on external rewards or pressures. As an internally driven form of motivation, it promotes cognitive and social development while enhancing long-term performance and well-being (Ryan & Deci, 2000).

Self-efficacy refers to an individual's confidence in their ability to mobilize the motivation, cognitive resources, and behaviors necessary to successfully perform work-related tasks. (Luthans, 2011). It develops through individuals' perceptions of their competence and influences behavioral choice, motivational effort, persistence, and resilience when facing challenges. Consequently, self-efficacy enhances employees' confidence, psychological readiness, and ability to overcome work-related obstacles (Luthans, 2011; Rahadi & Wening, 2025).

Rapid technological advancement, particularly the adoption of Artificial Intelligence (AI), has made innovativeness and intrinsic motivation increasingly important in enhancing employee capabilities and engagement. Previous studies indicate that innovative behavior and self-efficacy contribute significantly to employee performance and innovation in public organizations (Sabila et al., 2025), while AI adoption promotes innovative risk-taking through self-efficacy, with learning goal orientation strengthening this relationship (Han et al., 2025). Likewise, employees who exhibit high morale tend to think more creatively and are more inclined to implement innovative ideas in the workplace. (Satrianny et al., 2025), and self-efficacy has been shown to support all dimensions of innovative work behavior (Namono & Tanui, 2024). In addition, achievement motivation and intrinsic motivation have been shown to strengthen creative self-efficacy while fostering innovative behavior. (Fu et al., 2025), moreover, intrinsic motivation has been positively linked to both creative self-efficacy and work engagement. (Karadeniz et al., 2021; Simowibowo et al., 2025). However, empirical evidence on the association between self-efficacy and employee engagement remains mixed. While several studies have reported that self-

efficacy promotes proactive behavior, innovative performance, work engagement, and goal achievement (Indajang et al., 2024; Nisar et al., 2024; Rahadi & Wening, 2025; Utami et al., 2025; Zakki & Achtaar, 2026), whereas others found no significant relationship (Fredita et al., 2025; Salsabillah & Tyas, 2026; Susanto et al., 2024). Similarly, innovativeness and intrinsic motivation may not directly translate into employee engagement without the development of self-efficacy. Previous studies reported that innovativeness has no significant direct effect on employee engagement (Setiawan & Viviani, 2025), while the indirect effect of work motivation through self-efficacy remains inconsistent (Ariani, 2025; Saing & Eprianto, 2025; Suyatno et al., 2023; Usha & Ramkumar, 2025; Wirsi & Zona, 2022). Based on Self-Determination Theory and the empirical evidence, the following hypotheses are proposed:

H1: Innovativeness has a positive and significant effect on self-efficacy.

H2: Intrinsic motivation has a positive and significant effect on self-efficacy.

H3: Self-efficacy has a positive and significant effect on employee engagement.

H4: Self-efficacy mediates the effect of innovativeness on employee engagement.

H5: Self-efficacy mediates the effect of intrinsic motivation on employee engagement.

II. RESEARCH METHOD

This study adopted a quantitative research design based on the positivist paradigm to empirically examine the proposed hypotheses through statistical analysis using structured research instruments. (Sugiyono, 2023). This study employed a causal explanatory research design to investigate the causal relationships among innovativeness, intrinsic motivation, self-efficacy, and employee engagement. The target population comprised all 120 employees of the Procurement Bureau of the Regional Secretariat of East Java Province, including 81 civil servants and 39 government employees under work agreements (PPPK). Owing to the relatively small population size, a census (total sampling) approach was adopted, whereby every member of the population was included in the study. (Abdullah et al., 2022; Haryono, 2012).

The study examined innovativeness, intrinsic motivation, self-efficacy, and employee engagement. Innovativeness was operationalized using the Innovative Work Behavior Scale developed by (Jong & Hartog, 2010), while intrinsic motivation was assessed through the dimensions of autonomy, competence, and absorption proposed by (Ryan & Deci, 2000). Employee engagement was measured using the dimensions of vigor, dedication, and absorption developed by (Schaufeli et al., 2006). Self-efficacy was treated as the mediating variable and measured using a scale adapted from (Mujeeb et al., 2021).

Primary data were collected directly from respondents through a structured questionnaire survey (Sugiyono, 2023). Survey responses were compiled and evaluated using a five-point Likert scale, while the data were analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) implemented in SmartPLS version 4.1.1.8. The PLS-SEM approach was adopted due to its capability to analyze complex

multivariate models, manage multicollinearity and incomplete data, and enhance predictive accuracy through latent variable estimation (Hair et al., 2021).

III. RESULT AND DISCUSSION

The respondents were characterized based on gender, age, highest educational qualification, length of service, job position, and employment status. Of the 120 questionnaires distributed, 110 valid responses were retained for analysis. The respondents' demographic characteristics are summarized in Table 1.

TABLE 1. Respondent Characteristic Result

Respondent Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	70	63,6%
	Female	40	36,4%
Age	20–30 years	22	20%
	31–40 years	38	34.5%
	41–50 years	31	28.2%
	Above 50 years	19	17.3%
Highest Educational Qualification	High School	3	2.7%
	Bachelor's Degree	75	68.2%
	Master's Degree	31	28.2%
	Doctoral Degree	1	0.9%
Length of Service	Less than 1 year	5	4.5%
	2–5 years	41	37.3%
	6–10 years	10	9.1%
	More than 10 years	54	49.1%
Job Position	Structural Position	5	4.5%
	Functional Position	75	68.2%
	Administrative/Operational Position	30	27.3%
Employment Status	Civil Servant (PNS)	71	64.5%
	Government Employee under a Work Agreement (PPPK)	39	35.5%

Outer Model Analysis Report

Convergent validity was evaluated based on outer loadings and the Average Variance Extracted (AVE), with indicators exhibiting outer loadings of at least 0.60 considered acceptable (Sihombing et al., 2024). The results showed that all indicators met this criterion, confirming the convergent validity of the latent constructs. Furthermore, all constructs achieved AVE values greater than 0.50, indicating that the convergent validity requirement was fully satisfied.

Discriminant validity was assessed using the Fornell–Larcker criterion and cross-loadings. The findings showed that the square root of the AVE for each construct was greater than its correlations with other constructs, while each indicator loaded most strongly on its intended construct, confirming adequate discriminant validity. The complete Fornell–Larcker matrix and cross-loading results are presented in the Appendix.

Internal consistency reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha, with constructs considered reliable when both coefficients exceeded the recommended threshold of 0.70 (Sihombing et al., 2024).

The results indicate that all constructs satisfied these criteria, confirming the good reliability of the research instrument.

TABLE 2. Outer Model Result

Latent Variable	Convergent Validity		Internal Consistency Reliability	
	Outer Loading	Average variance extracted (AVE)	Composite Reliability	Cronbach's Alpha
	>0,60	>0,50	≥ 0,70	≥ 0,70
Employee engagement (EE)	>0,60	0,707	0,884	0,803
Innovativeness (IN)	>0,60	0,651	0,965	0,961
Intrinsic Motivation (IM)	>0,60	0,775	0,945	0,927
Self-Efficacy (SE)	>0,60	0,663	0,932	0,914

Inner Model Analysis Report

The R Square results showed that the proposed model accounted for 68.8% of the variance in employee engagement, whereas the remaining 31.2% was explained by factors not included in the model. Similarly, the model accounts for 47.6% of the variance in self-efficacy, with the remaining 52.4% attributable to factors beyond the scope of the present study.

TABLE 3. Inner Model Result

Variable Dependent	R-square	R-square adjusted
Employee Engagement	0,688	0,679
Self-Efficacy	0,476	0,466

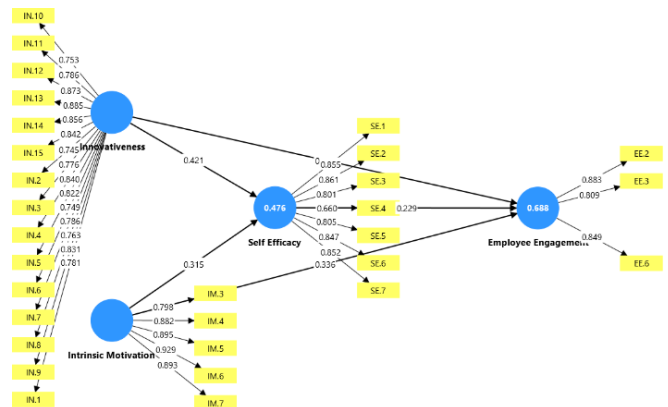


Figure 1. Measurement Model Test Results

The hypothesis testing results indicate that Hypothesis 1 was supported, as innovativeness had a positive and significant effect on self-efficacy ($\beta = 0.421$, $t = 3.233 > 1.65$, $p = 0.001 < 0.05$). Hypothesis 2 was also supported, with intrinsic motivation exerting a positive and significant effect on self-efficacy ($\beta = 0.315$, $t = 3.613 > 1.65$, $p < 0.001$). However, Hypothesis 3 was not supported, as self-efficacy had a positive but non-significant effect on employee engagement ($\beta = 0.229$, $t = 1.276 < 1.65$, $p = 0.202 > 0.05$). Likewise, Hypothesis 4 was not supported because self-efficacy did not mediate the relationship between innovativeness and employee engagement ($\beta = 0.096$, $t = 0.914 < 1.65$, $p = 0.361 > 0.05$). Similarly, Hypothesis 5 was not supported, indicating that self-efficacy

failed to mediate the relationship between intrinsic motivation and employee engagement ($\beta = 0.072$, $t = 0.997 < 1.65$, $p = 0.319 > 0.05$).

TABLE 4. Bootstrapping Analysis Report

Hypothesis	Effect	Original sample (O)	T statistics (O/STD EV)	P values	Description
H1	Innovativeness -> Self-efficacy	0.421	3.233	0.001	Significant
H2	Intrinsic Motivation -> Self-efficacy	0.315	3.613	0.000	Significant
H3	Self-efficacy -> Employee engagement	0.229	1.276	0.202	Not Significant
H4	Innovativeness -> Self-efficacy -> Employee Engagement	0.096	0.914	0.361	Not Significant
H5	Intrinsic Motivation -> Self-efficacy -> Employee Engagement	0.072	0.997	0.319	Not Significant

Discussion

Innovativeness has a positive and significant effect on Self-Efficacy

From the perspective of Self-Determination Theory (SDT), individuals achieve optimal development through the fulfillment of the basic psychological needs for autonomy, competence, and relatedness. Innovativeness reflects employees' capability to create, develop, and apply innovative ideas, enabling them to exercise autonomy, solve problems creatively, and gain mastery through successful innovation. These mastery experiences strengthen self-efficacy by reinforcing employees' confidence in their ability to perform challenging tasks. This finding is consistent with previous studies. (Sabila et al., 2025) reported that self-efficacy and innovative behavior have a greater impact on performance than leadership style in public organizations. (Han et al., 2025) found that AI adoption enhances employees' risk-taking for innovation, with self-efficacy acting as a partial mediator, while learning goal orientation further strengthens this relationship. Likewise, (Satrianny et al., 2025) demonstrated that employees with high morale, motivation, and appreciation are more likely to think creatively and proactively implement innovative ideas, whereas (Namono & Tanui, 2024) confirmed that self-efficacy significantly influences idea exploration, generation, development, and implementation. In the public sector, fostering an innovative culture is therefore essential not only for improving service quality and organizational adaptability but also for strengthening employees' self-efficacy, which supports sustained productivity, engagement, and organizational performance.

Intrinsic motivation has a positive and significant effect on Self-Efficacy

From the perspective of Self-Determination Theory (SDT), intrinsic motivation arises from individuals' inherent interest, enjoyment, and sense of meaning in their work, encouraging continuous learning, persistence, and competence development. As employees become more engaged in meaningful work and accumulate successful experiences, their confidence in performing work-related tasks increases, thereby strengthening self-efficacy. This finding is consistent with previous studies. (Fu et al., 2025) reported that achievement motivation enhances creative self-efficacy and innovative behavior, while (Suyatno et al., 2023) found a strong relationship between intrinsic motivation, self-efficacy, and work engagement. Similarly, (Karadeniz et al., 2021) demonstrated that intrinsic motivation has a positive and significant effect on creative self-efficacy. In the public sector, intrinsically motivated employees are more likely to perform their duties with dedication, actively contribute to organizational goals, and continuously improve their competencies. These experiences reinforce self-efficacy by increasing employees' confidence in their ability to adapt to change, overcome work-related challenges, and achieve optimal performance. Therefore, strengthening intrinsic motivation is essential not only for improving organizational performance and public service quality but also for enhancing employees' self-efficacy.

Self-efficacy has a positive but non-significant effect on employee engagement.

These findings suggest that employees' confidence in their capabilities (competence) alone is insufficient to enhance employee engagement. Although employees may feel capable of performing their tasks, this does not necessarily translate into emotional and psychological attachment to the organization. Employee engagement depends not only on self-efficacy but also on the extent to which organizations satisfy other psychological and work-related needs. This finding is consistent with (Susanto et al., 2024), who argued that in dynamic and technical industries, employee engagement is more strongly influenced by factors such as workload, leadership quality, and managerial support, indicating that high self-efficacy alone is insufficient without adequate training and relevant work experience. Similarly, (Fredita et al., 2025) found that self-efficacy enhances work engagement only when accompanied by high job satisfaction, highlighting the importance of organizational strategies such as training, constructive feedback, and mentoring. Likewise, (Salsabillah & Tyas, 2026) reported that self-efficacy does not directly and significantly influence work engagement. In the public sector, employees with high self-efficacy are often entrusted with complex tasks and greater responsibilities due to their perceived competence and experience. However, when these additional responsibilities are not accompanied by appropriate recognition, career development opportunities, fair rewards, or adequate compensation, employees may experience work overload, reduced motivation, and diminished self-efficacy over time because their contributions are insufficiently acknowledged.

Self-efficacy did not mediate the relationship between innovativeness and employee engagement.

The findings indicate that self-efficacy does not mediate the relationship between innovativeness and employee engagement. This suggests that employees' ability to generate and implement innovative ideas does not automatically enhance employee engagement through increased self-efficacy. Although innovativeness strengthens employees' confidence in their capabilities, such confidence alone is insufficient to foster engagement without complementary factors such as job satisfaction, organizational support, recognition, and a supportive work environment. These findings are consistent with (Susanto et al., 2024), who reported that self-efficacy has no significant effect on employee engagement, and (Fredita et al., 2025), who found that self-efficacy does not directly influence work engagement in the absence of other mediating factors. In the public sector, innovative employees often improve work processes and develop solutions to organizational challenges, thereby enhancing their self-efficacy. However, greater confidence in their abilities does not necessarily translate into stronger employee engagement. *Self-efficacy did not mediate the relationship between intrinsic motivation and employee engagement.*

The results indicate that self-efficacy does not mediate the relationship between intrinsic motivation and employee engagement. This finding suggests that the mediating mechanism proposed by the competence dimension of Self-Determination Theory was not supported in the present context. Although intrinsic motivation enhances employees' self-efficacy, increased confidence in one's capabilities alone is insufficient to foster employee engagement when other basic psychological needs remain unmet. Instead, employee engagement may depend more on organizational support, job satisfaction, leadership quality, and a supportive work environment. These findings are consistent with (Ariani, 2025) who reported that self-efficacy does not mediate the relationship between work motivation and employee engagement. In the public sector, employees with high intrinsic motivation are driven by meaningful work, a sense of responsibility, and a desire to contribute to organizational and public goals. While these motivations strengthen self-efficacy by encouraging learning and competence development, they do not necessarily translate into higher employee engagement.

IV. CONCLUSION

Based on the findings, innovativeness and intrinsic motivation significantly enhance employees' self-efficacy at the Procurement Bureau of the Regional Secretariat of East Java Province. However, self-efficacy does not significantly influence employee engagement and fails to mediate the effects of innovativeness and intrinsic motivation on employee engagement. These findings suggest that employee engagement in the public sector is influenced by factors beyond employees' confidence in their capabilities. Accordingly, the organization should be more responsive to employees' innovative ideas, strengthen external drivers of engagement through organizational support, and ensure that employees with high self-efficacy receive balanced recognition, career development opportunities, fair workload distribution, and adequate support to maintain their well-being and sustain engagement.

Future research is encouraged to extend the proposed model by incorporating additional variables that may better explain employee engagement. Researchers are also recommended to adopt a mixed-methods approach, combining quantitative and qualitative techniques to gain a more comprehensive understanding of the factors influencing employee engagement. Furthermore, expanding the study population across different organizations, sectors, or regions would enhance the representativeness and generalizability of the findings.

APPENDIX

Table Cross Loading Correlation Value

	<i>Employee Engagement</i>	<i>Innovativeness</i>	<i>Intrinsic Motivation</i>	<i>Self-Efficacy</i>	<i>Description</i>
EE.2	0.883	0.669	0.639	0.531	Valid
EE.3	0.809	0.596	0.501	0.642	Valid
EE.6	0.849	0.679	0.758	0.565	Valid
IN.1	0.586	0.781	0.619	0.520	Valid
IN.2	0.569	0.745	0.641	0.473	Valid
IN.3	0.615	0.776	0.635	0.491	Valid
IN.4	0.694	0.840	0.636	0.597	Valid
IN.5	0.627	0.822	0.651	0.536	Valid
IN.6	0.558	0.749	0.478	0.503	Valid
IN.7	0.655	0.786	0.584	0.497	Valid
IN.8	0.519	0.763	0.541	0.461	Valid
IN.9	0.597	0.831	0.637	0.539	Valid
IN.10	0.497	0.753	0.464	0.466	Valid
IN.11	0.569	0.786	0.513	0.477	Valid
IN.12	0.696	0.873	0.671	0.587	Valid
IN.13	0.657	0.885	0.667	0.588	Valid
IN.14	0.711	0.856	0.710	0.601	Valid
IN.15	0.679	0.842	0.634	0.589	Valid
IM.3	0.649	0.694	0.798	0.523	Valid
IM.4	0.667	0.666	0.882	0.570	Valid
IM.5	0.686	0.661	0.895	0.586	Valid
IM.6	0.701	0.653	0.929	0.539	Valid
IM.7	0.614	0.647	0.893	0.562	Valid
SE.1	0.619	0.599	0.614	0.855	Valid
SE.2	0.586	0.578	0.605	0.861	Valid
SE.3	0.531	0.532	0.483	0.801	Valid
SE.4	0.376	0.434	0.388	0.660	Valid
SE.5	0.530	0.510	0.439	0.805	Valid
SE.6	0.594	0.511	0.505	0.847	Valid
SE.7	0.602	0.570	0.531	0.852	Valid

Table Latent Variable Correlation Value, AVE and AVE Square Root

Variable	<i>Employee Engagement</i>	<i>Innovativeness</i>	<i>Intrinsic Motivation</i>	<i>Self-Efficacy</i>	$\sqrt{\text{AVE}}$	Description
<i>Employee Engagement</i>	1.000	0.767	0.755	0.680	0.847	Valid
<i>Innovativeness</i>	0.767	1.000	0.754	0.658	0.807	Valid
<i>Intrinsic Motivation</i>	0.755	0.754	1.000	0.632	0.880	Valid
<i>Self-Efficacy</i>	0.680	0.658	0.632	1.000	0.814	Valid

ACKNOWLEDGMENT

The authors would like to express their sincere appreciation to the Procurement Bureau of the Regional Secretariat of East Java Province for providing access and support during the data

collection process. The authors also thank the Master of Management Program, Universitas 17 Agustus 1945 Surabaya, for its academic support throughout this research. Finally, the authors are grateful to all respondents for their valuable participation and cooperation

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