

THE EFFECT OF WORK ENGAGEMENT AND CAREER GOAL PROGRESS ON SERVICE-ORIENTED OCB: A STUDY OF EMPLOYEES AT THE EAST KALIMANTAN PROVINCIAL DPPKUKM OFFICE

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ABSTRACT

This study aims to examine the effect of work engagement and career goal progress on service-oriented organizational citizenship behavior (SO-OCB) of employees at the Industry, Trade, Cooperatives and Small and Medium Enterprises Service (DPPKUKM) of East Kalimantan Province. Work engagement reflects the emotional, cognitive, and physical involvement of employees in carrying out their work tasks, while career goal progress refers to the progress achieved by employees in achieving career goals relevant to their work. This study involved 66 ASN employees selected through stratified random sampling techniques. Data were collected through a Likert scale-based questionnaire survey of 1-5 and analyzed using multiple linear regression methods to identify the relationship between variables. The results showed that career goal progress had a positive and significant effect on SO-OCB, which means that employee career progress is one of the important factors in encouraging extra-curricular behavior that supports the quality of public services. However, work engagement did not show a significant effect on SO-OCB, which could be caused by other organizational factors that influence the relationship. These findings provide practical implications that organizations need to pay attention to employee career development as an effort to improve extra-curricular behavior that is oriented towards service.



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INTRODUCTION

High-quality public service is one of the key indicators of the government's success in meeting the needs of the public. The government is required to provide fast, accurate, and efficient services to maintain public trust in government institutions. One form of employee behavior that supports service quality is *service-oriented organizational citizenship behavior* (SO-OCB), which is voluntary behavior beyond primary duties aimed at improving the organization's service functions. In the context of public service, SO-OCB plays a crucial role in fostering public satisfaction and enhancing the organization's reputation.

The East Kalimantan Department of Industry, Trade, Cooperatives, and Small and Medium Enterprises (DPPKUKM) is one of the regional agencies tasked with providing public services in the fields of the economy and community empowerment. These services include product quality consultations, cooperative advocacy, and administrative services. Although most employees have demonstrated high dedication, preliminary survey results indicate that only 45% of employees

consistently exhibit extra effort in serving the public. This suggests an opportunity to enhance SO-OCB by managing the factors that influence it.

Two key factors believed to influence SO-OCB are *work engagement* and *career goal progress*. Work engagement, which reflects employees' emotional and cognitive involvement in their work, has been shown to increase dedication and enthusiasm in service delivery. Meanwhile, *career goal progress*, which refers to employees' advancement toward achieving their career goals, provides additional motivation to perform optimally. The integration of work engagement and career progress is believed to foster employees who are more focused on delivering high-quality service.

Previous research has shown that *work engagement* has a positive relationship with SO-OCB. Employees with high levels of work engagement tend to be more proactive in providing service that exceeds expectations. Additionally, *career goal progress* is also a key factor, as employees who feel their career advancement is supported by the organization tend to demonstrate higher levels of loyalty and commitment. However, most of this research has been conducted in the private sector, while the context of the public sector in Indonesia remains largely unexplored.

The urgency of this study lies in the need to understand the dynamics of factors influencing SO-OCB within the context of public service in Indonesia, particularly at the DPPKUKM of East Kalimantan. In the era of digitalization and information transparency, the public increasingly demands services that are transparent, responsive, and of high quality. Therefore, it is crucial for public organizations to identify effective strategies to enhance work engagement and support employees' career advancement.

This study aims to examine the influence of *work engagement* and *career goal progress* on SO-OCB among employees of the DPPKUKM of East Kalimantan. By analyzing the relationships among these variables, it is hoped that this research will provide theoretical contributions to the public service management literature as well as practical recommendations for human resource management in the public sector.

METHOD

The study population consists of 80 employees of the East Kalimantan Provincial Office of Industry, Trade, Cooperatives, and Small and Medium Enterprises (DPPKUKM). The sample was selected using *stratified random sampling*, resulting in 66 respondents. The sample size was determined using the Taro Yamane formula:

$$n = N / (1 + N d^2)$$

Where:

= sample size

= population size (80 people)

= specified error rate (5% or 0.05)

$$n = \frac{80}{80 \times 0.0025^2 + 1}$$

$$n = \frac{80}{80 \times 0.0025 + 1}$$

$$n = \frac{80}{0.2 + 1}$$

$$n = \frac{80}{1.2}$$

$$n = 66$$

Thus, the sample size used was 66 respondents.

The sampling technique used in this study is *Simple Random Sampling*, in which every respondent has an equal chance of being selected as part of the sample. This technique was chosen because it is relevant to the research subject and facilitates obtaining responses from respondents in a short time; it is particularly suitable for relatively small populations with a complete and up-to-date sampling frame.

The data used in this study are quantitative data, consisting of numbers derived from the processing of respondents' perceptions. These data were measured using a Likert scale, which is a type of interval data. The data source in question is primary data obtained directly from respondents who provided the information. Based on its type, the data can be categorized as cross-sectional data because it was collected from respondents' perceptions at a specific point in time. Cross-sectional data depicts a snapshot at a specific point in time, encompassing various variables observed simultaneously across different individuals or units of analysis.

Data will be collected through a survey using a pre-prepared questionnaire. The researcher will conduct in-person visits to respondents to distribute the questionnaire forms for them to complete. During the completion process, the researcher will be present to provide assistance and answer any questions that may arise from the respondents. With the researcher present, it is hoped that any misunderstandings regarding the questions in the questionnaire can be addressed immediately, ensuring the quality of the collected data. The analytical tool used in this study is multiple regression analysis using SPSS software. SPSS (*Statistical Product and Service Solutions*) is software that assists in processing various types of data.

To test the equation above, *multiple linear regression analysis* is used. This method is employed when there are more than one independent variable specifically, two variables. Regression is utilized to investigate the direction of the relationship between independent and dependent variables. The following are the steps used to conduct the data analysis.

First, instrument validation is conducted through validity and reliability tests. Validity testing aims to measure the accuracy of the data, one method of which is factor analysis. Second, descriptive statistics are used to describe the research subject based on data from the available sample or population, without performing further analysis or drawing general conclusions. Third, index scores are used to measure the level of respondents' perceptions regarding the variables under study ().

Fourth, the R and R² tests. The correlation test or R indicates how strong or weak the relationship is between all independent variables (X) and the dependent variable (Y). Meanwhile, the coefficient of determination (R²) describes the percentage of variation in the dependent variable's value that can be explained by the variation in the values of all independent variables (Gani & Amalia, 2018). Fifth, the F-test or *Goodness of Fit Test* is a model validity test. Sixth, the t-test to determine the level of significance between the dependent and independent variables.

RESULTS AND DISCUSSION

Based on the results of the KMO and *Bartlett's Test* presented in Table 5, the *Kaiser-Meyer-Olkin* (KMO) value of 0.769 indicates that the sample in this study is sufficiently adequate for factor analysis. A KMO value above 0.5 meets the minimum requirement for sample adequacy, indicating that the data exhibit sufficient inter-variable correlation for further analysis. Additionally, the results of *Bartlett's Test of Sphericity* show an Approx. Chi-Square value of 373.649 with 55 degrees of freedom (df) and a significance level of <0.001. Thus, this data is suitable for proceeding to the factor analysis stage.

Table 1. KMO-MSA

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	373.649
	Df	55
	Sig.	<.001

The results of *the principal component analysis (PCA)* show that out of the 11 components analyzed, only a few principal components have *eigenvalues* greater than 1. The first component has the largest *eigenvalue*, 4.723, which explains 42.937% of the total variance. The second component explains 16.669% of the variance with an *eigenvalue* of 1.834, and the third component has an *eigenvalue* of 1.302, contributing 11.840% of the variance. These three components cumulatively account for 71.446% of the total variance.

The remaining components have *eigenvalues* below 1, so their contribution to the variance is much smaller. Based on the *principal component analysis* extraction method, these results indicate that the three main components are sufficient to represent the data variability, as they collectively account for more than 70% of the total variance.

Table 2. Total Variance Explained

Component	Total Variance Explained		Initial Eigenvalues
	Total	% of Variance	Cumulative %
1	4.723	42.937	42.937
2	1.834	16.669	59.606
3	1.302	11.840	71.446
4	.732	6.655	78.101
5	.620	5.638	83.739
6	.484	4.401	88.140
7	.407	3.702	91.842
8	.320	2.906	94.749
9	.267	2.423	97.172
10	.261	1.464	98.636
11	.150	1.364	100.000

Extraction Method: Principal Component Analysis.

The results of the *Rotated Component Matrix* test show that items SO1, SO2, SO3, and SO4 cluster into factor 1, items WE1, WE2, and WE3 cluster into factor 2, and items CGP1, CGP2, CGP3, and CGP4 cluster into factor 3. Based on these results, it can be concluded that this rotation demonstrates a more clear division among the variables across the three main factors or dimensions, thereby facilitating the interpretation of the data structure and the underlying factors.

Based on Table 3, the results of the *Rotated Component Matrix* show that the research variables are divided into three main components. The first component has a strong correlation with the CGP indicators, with the highest *factor loadings* observed for indicators CGP1 through CGP4. The second component is closely related to the SO indicators namely SO1 through SO4 which also exhibit high *factor loadings*. Meanwhile, the third component focuses on the WE indicators, namely WE1 through WE3. These results indicate that each indicator has a strong association with the relevant component, facilitating the interpretation of the research variable structure.

Table 3. Rotated Component Matrix

	Rotated Component Matrix		
	1	2	3
SO 1	.055	.790	.077
SO 2	.148	.759	.304
SO 3	.227	.842	.011
SO 4	.261	.751	-.001
WE 1	.145	-.069	.890
WE 2	.175	.169	.861
WE 3	.271	.179	.558
CGP 1	.825	.087	.281
CGP 2	.735	.201	.321
CGP 3	.850	.280	.046
CGP 4	.890	.181	.174

The reliability test results listed in Table 8 show that all measured variables exhibit adequate reliability, with *Cronbach's alpha* values above the minimum threshold of 0.60. The *service-oriented OCB* variable consists of 4 items with a *Cronbach's alpha* of 0.827, indicating very high reliability, as it significantly exceeds the 0.60 criterion. The *work engagement* variable, with

3 items, has a *Cronbach's alpha* value of 0.746, indicating that all *items* exhibit good consistency (Sugiyono, 2022).

Although lower than the other variables, this value is still considered reliable as it exceeds the established minimum threshold. Meanwhile, the *career goal progress* variable, also consisting of 4 items, obtained a *Cronbach's alpha* value of 0.896, indicating high reliability. Overall, it can be concluded that the instrument used in this study is reliable for measuring the tested variables.

Table 4. Reliability Test Results

Variabel	Number of Items	Criterion	<i>Cronbach Alpha</i>	Description
Service- Oriented OCB	4	0,60	0,827	Reliabel
Work Engagement	3	0,60	0,746	Reliabel
Career Goal Progress	4	0,60	0,896	Reliabel

Based on the descriptive statistics, it can be seen that the SO variable has a range of values between 2.50 and 5.00, with a mean of 3.7386 and a standard deviation of 0.64664. This indicates that the values in the SO variable are centered around 3.8447 with fairly moderate variation. For the WE variable, the lowest recorded value is 8 and the highest reaches 15, with a mean of 4.0202 and a standard deviation of 1.88. This indicates that the distribution of WE data is centered around 12.06 and exhibits less variation compared to the SO variable.

Meanwhile, the CGP variable has a range of values between 10 and 20, with a mean of 15.38 and a standard deviation of 2.63. This means that CGP values tend to be higher than those of the SO and WE variables and show slightly greater variation compared to WE. All three variables have the same sample size, namely 66, indicating that no data were missing from this calculation. The mean and standard deviation of each variable provide an overview of the central tendency and dispersion of the respective data (see Table 17). The CGP variable has the highest mean value, followed by SO and WE. The variation in the WE variable is smaller than that of SO and CGP, indicating a higher level of consistency in the WE data.

Table 5. Results of descriptive statistical tests

	N	Minimum	Maximum	Mean	Std. Deviation
SO	66	2.50	5.00	3.7386	.64664
WE	66	2.67	5.00	4.0202	.62670
CGP	66	2.50	5.00	3.8447	.65745
Valid N (listwise)	66				

The average respondent index score in this category is 49.35, which falls within the high interpretation range. Of the four indicators measured, the highest index value is 53.2, achieved for indicator SO2, which also falls within the high interpretation range. Meanwhile, the lowest index is 46.4 for the SO1 indicator, which falls into the moderate category. However, overall, all indicators show index values in the moderate to high range, reflecting good consistency in service-oriented organizational citizenship behavior among respondents.

Table 6. Service-Oriented OCB Index Scores (Y)

INDICATOR	Respondent Answers SO					Total	Index	Note
	1	2	3	4	5			
SO1	0	5	28	27	6	66	46,4	Moderate
SO2	0	0	16	32	18	66	53,2	High
SO3	0	5	18	29	14	66	50	High
SO4	0	5	24	28	9	66	47,8	Moderate
Average							49,35	High

Based on the average respondent index in this category, which is 53 falling within the "High" interpretation the highest index value is WE2 at 55.6, while the lowest is WE3 at 50.8, with a difference of 4.8. This indicates that all assessed indicators exhibit a high level of consistency,

with relatively small variations in index values. Overall, these results reflect good stability in the High category, indicating strong performance or ratings on the aspects assessed in *Work Engagement*.

Table 7. Work Engagement Index Scores (X1)

INDICATOR	Respondent Answers WE					Total	IndeX	Note
	1	2	3	4	5			
WE1	0	2	16	28	20	66	52,8	High
WE2	0	2	6	34	24	66	55,6	High
WE3	0	1	21	31	13	66	50,8	High
Average							53	High

Based on the CGP index, there is high consistency among the four indicators, all of which fall within the high interpretation range. Indicators CGP2 and CGP4 have the highest index values at 51.6, while CGP3 has the lowest index at 49.6 but remains stable. The overall average index is 50.75, reflecting strong stability and consistency in respondents' perceptions of career progress across all assessed aspects.

Table 8. Career Goal Progress Index Scores (X2)

INDIKATOR	Jawaban Responden CGP					Total	Index	Note
	1	2	3	4	5			
CGP1	0	1	25	26	14	66	50,2	High
CGP2	0	1	17	35	13	66	51,6	High
CGP3	0	1	24	31	10	66	49,6	High
CGP4	0	0	23	26	17	66	51,6	High
Average							50,75	High

The correlation coefficient (R) value of 0.441 indicates a positive relationship of moderate strength between the independent variables *work engagement* and *career goal progress* and the dependent variable *service-oriented OCB*. This means that changes in the independent variables have a significant influence on the dependent variable. This positive relationship indicates that as the values of the independent variables increase, the dependent variable also tends to increase.

Based on the results of the coefficient of determination analysis in the table above, the R-Square value of 0.195 indicates that the independent variables in this model account for approximately 19.5% of the variation in the dependent variable. In other words, only 19.5% of the variation in the dependent variable can be explained by the independent variables in this model, while the remaining 80.5% is influenced by other factors not included in the model.

The adjusted R-squared value of 0.169 reflects an adjustment for the number of independent variables and sample size, indicating that the model is reasonably consistent in explaining the variation in the dependent variable. Furthermore, the Durbin-Watson statistic of 2.031 suggests the absence of significant autocorrelation in this model, as the value is close to 2.

Table 9. Results of correlation coefficients (R) and analysis of coefficients of determination (R²)

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson	
1	.441	.195	.169	.58943	2.031	

The results of the goodness-of-fit test show an F value of 7.614 with a significance level of 0.001, which is less than 0.05, indicating that this regression model is significant (see Table 22). This indicates that the independent variables, namely CGP and WE, have a significant effect on the dependent variable, namely *service-oriented OCB*, and that this regression model is suitable for analyzing the relationships between variables in this study.

Table 10. Results of the F-test calculation

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.291	2	2.645	7.614	.001
Residual	21.888	63	.347		
Total	27.179	65			

The t-test results show that the constant in the model has a coefficient of 1.919 with a significance level of <0.001, indicating that this constant is significant at the 95% confidence level. The *work engagement* variable has a coefficient of 0.072 with a significance of 0.585, which exceeds the significance threshold of 0.05; therefore, *work engagement* is considered to have no significant effect on the dependent variable, namely *service-oriented OCB*. Conversely, the *career goal progress* variable has a coefficient of 0.398 with a significance value of 0.002, indicating that *career goal progress* has a significant effect on the dependent variable.

This means that a one-unit increase in *career goal progress* will increase the dependent variable by 0.398, with a standard beta value of 0.405, indicating a positive and fairly strong effect. Overall, only *career goal progress* has a significant effect on the dependent variable, while *work engagement* does not show a significant effect.

Table 11. Results of the t-test

Coefficients					
Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.
	B	Std. Error	β		
(Constant)	1.919	.531		3.615	<.001
WE	.072	.132	.070	.549	.585
CGP	.398	.125	.405	3.173	.002

CONCLUSION

The conclusions regarding this research problem are based on the issues identified and formulated in the research problem statement. This study aims to analyze the influence of *work engagement* and *career goal progress* on *service-oriented organizational citizenship behavior* (SO-OCB) among employees of the DPPKUKM of East Kalimantan Province. To analyze the relationships among these variables, this study utilized SPSS (*Statistical Package for the Social Sciences*) software. Based on the analysis and discussion in the preceding sections, the following conclusions can be drawn:

Work engagement

The results of this study indicate that work engagement does not have a significant impact on service-oriented OCB. This suggests that work engagement may not be sufficient to encourage employees to voluntarily behave in ways that support service quality. Therefore, other factors must be identified as the primary drivers of service-oriented OCB.

Career Goal Progress

The research results show that *career goal progress* also has a positive and significant influence on service-oriented OCB. When employees feel that the organization provides clear opportunities to support the achievement of their career goals, their work motivation increases, which in turn encourages them to demonstrate organizational behavior that supports quality service. Thus, ensuring measurable career progress can be an important strategy in enhancing service-oriented OCB within the organization. Hypothesis 2 of this study is accepted.

Thus, this study concludes that *work engagement* and *career goal progress* play a crucial role in enhancing service-oriented organizational citizenship behavior. Human resource management strategies that support these two factors can significantly contribute to improving the quality of organizational service.

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