Analysis of Work Engagement on the Indonesian Broadcasting Commission Staff

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This study aims to analyze work engagement among staff of the Central Sulawesi Broadcasting Commission, a public agency responsible for broadcast oversight. Employing a qualitative case study approach, data were collected through in-depth interviews and participant observations over six months with five purposively selected informants from a total of ten staff members. Data analysis followed an interactive model involving data reduction, presentation, and conclusion drawing. The findings reveal that factors such as simple appreciation, access to modern technology, and participation in special events like elections enhance vigor. Dedication is driven by pride and meaningful work, while absorption is influenced by task urgency, the work environment, and physical condition. The study concludes that both tangible incentives and intangible motivators significantly impact work engagement. It emphasizes the importance of effective workload management and a supportive environment to sustain motivation. Recommendations include improving human resource policies and expanding research scope to include multiple locations and mixed methods for a comprehensive understanding.

Introduction

Work engagement, a positive and fulfilling psychological state, is characterized by vigor, dedication, and absorption, and is a critical driver of organizational success across both the private and public sectors (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). Highly engaged employees exhibit proactive behavior, sustained enthusiasm, and a profound commitment to their institutions, which directly translates to enhanced productivity, innovation, and long-term sustainability (Bakker, 2017; Soelton et al., 2024). Conversely, a lack of engagement can significantly hinder the achievement of organizational goals and pose risks to an institution's effectiveness and long-term viability (Syamsuddin et al., 2023). In today's dynamic work environment, fostering engagement is not a spontaneous outcome but a deliberate strategy that requires organizations to invest in sound human resource management practices, which include effective training, empowerment, and transparent communication (Idris, 2024; Yanto et al., 2023).

As a result, a strong work engagement culture is essential for organizations to not only meet their objectives but also to thrive in a competitive and rapidly changing landscape. Engaged employees are more likely to generate creative and innovative ideas, which can lead to the development of high-quality services and a more adaptable workforce (Meldawati et al., 2023). This is particularly true for public institutions that are critical to societal welfare, as their success depends on a committed and motivated staff to fulfill their mandates effectively (Bakker & Demerouti, 2017). By cultivating a workforce that is intellectually and emotionally

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invested, institutions can better navigate challenges, improve service delivery, and build a resilient foundation for future growth (Lockwood, 2007; Hidayatullah et al., 2022).

The Indonesian Broadcasting Commission (KPI) is an independent public body with the vital mandate to regulate and supervise the broadcasting industry, ensuring the quality of television and radio content is both informative and beneficial to the public (Subagijo & Farouk, 2012). The Regional Indonesian Broadcasting Commission (KPID) of Central Sulawesi, as the provincial arm of this institution, is tasked with upholding broadcasting ethics and protecting public interest within its jurisdiction. This demanding role requires a highly committed and motivated workforce to perform tasks such as content monitoring and program development effectively.

However, direct observations during an internship at the KPID Central Sulawesi office revealed several challenges that may compromise work engagement among its staff. These issues included suboptimal task performance, such as a failure to conduct proper broadcast monitoring, and inconsistent staff attendance during official working hours. Furthermore, the agency faced a significant workload imbalance due to a shortage of personnel, leading to staff holding multiple roles and responsibilities. These internal issues indicate a potential lack of engagement and pose a threat to the institution's ability to fulfill its public service mission. Consequently, a deeper understanding of the factors that influence work engagement in this unique setting is warranted.

To address this gap, this study aims to examine and analyze the nature of work engagement among the staff of the KPID Central Sulawesi. The urgency of this research stems from the critical role that public institutions like KPID play in society and the potential for a disengaged workforce to compromise their effectiveness. By shedding light on the drivers of vigor, dedication, and absorption in this specific context, this study offers a significant contribution to the public-sector human resource management literature. It provides a nuanced, contextual understanding of how work engagement manifests within an under-explored, regional public agency in Indonesia, offering fresh insights that extend beyond general theories and into the practical dynamics of a small, government-mandated institution.

Methods

Research Design

This study employs a qualitative descriptive case study approach to deeply examine work engagement dynamics at the Central Sulawesi Regional Indonesian Broadcasting Commission (KPID Sulteng). A qualitative design is well-suited for this research as it emphasizes an in-depth understanding of social phenomena from the perspective of the research subjects (Miles, Huberman, & Sadala, 2014; Emzir, 2021). Unlike quantitative methods that focus on numerical data, this approach allows for a rich and analytical description of phenomena as they naturally occur in a specific context (Santi et al., 2015). This design enables a comprehensive exploration of the intricate factors influencing work engagement, as it aligns to describe the characteristics relevant to the variables being studied (Tope & Darman, 2014; Sudaryono, 2024).

Population and Sampling

The population of this study consisted of the ten permanent staff members at the KPID Sulteng office. From this population, a purposive sampling technique was used to select five informants. This non-probability sampling method was chosen because it allows for the deliberate selection of participants who are most knowledgeable and can provide the richest data related to the research topic (Sugiyono, 2017; Creswell & Creswell, 2018). The five informants were chosen to ensure a diverse representation of roles and experiences within the

organization, including administrative staff, broadcast content supervision staff, and monitoring staff coordinators. This strategic selection aimed to achieve data saturation, ensuring that the collected data provided a broad range of perspectives and covered the core operational divisions of the institution, thereby enhancing the credibility and depth of the findings.

Data Collection and Analysis

Primary data were collected through two main instruments: semi-structured in-depth interviews and participant observation. The interviews were guided by a list of questions derived from the three key dimensions of work engagement: vigor, dedication, and absorption, as defined by Bakker & Leiter (2010). Interviews were conducted on October 23 and December 10, 2024, at the KPID Sulteng office. Concurrently, observational data were gathered over a six-month internship period, during which the lead researcher documented staff interactions, work routines, and the overall office environment. This triangulation of data sources, which involves cross-verifying information from interviews with direct observations, was employed to enhance the validity and reliability of the research findings (Sugiyono, 2017; Moleong, 2021). All interview data were transcribed and verified to ensure accuracy.

Data analysis followed the interactive model proposed by Miles et al. (2014). This systematic process began with data collection, followed by data reduction, which involved summarizing, coding, and selecting key information from the interview transcripts and observational notes. Next, data display was performed, organizing the reduced data into matrices and tables to facilitate pattern identification and thematic analysis. Finally, conclusion drawing and verification were conducted to formulate a comprehensive and coherent narrative of the research findings. The findings are presented in a narrative format, a conventional approach in qualitative research that enables the clear and accessible conveyance of the essence of the data (Safithri et al., 2023; Denzin & Lincoln, 2018).

Results and Discussion

This study employed semi-structured interviews guided by indicators of work engagement, specifically vigor, dedication, and absorption. These interviews were conducted to obtain in-depth insights into the work engagement of KPID Sulteng staff. Interviews took place on October 23 and December 10, 2024, while observational data were gathered over a six-month internship period at the KPID Sulteng office. The study involved five informants selected based on their diverse backgrounds and roles within the organization to ensure a broad range of perspectives on work engagement.

Table 1. Respondent Profile

Informant	Position
NA	Administrative Staff in the Division of Broadcasting Policy and System Management
RA	Broadcast Content Supervision Staff
FK	Coordinator of Monitoring Staff in the Broadcast Content Division
WA	Coordinator of Broadcast Content Supervision
AB	Administrative Staff

Source: Research Results (2024)

Vigor

Table 2. Findings on Vigor

Informant	Findings
AB	Simple forms of appreciation, such as snacks, increase work enthusiasm.
RA	Technological updates enhance work efficiency and accuracy, thereby boosting motivation.
FA	Field activities such as media literacy programs in schools are physically exhausting, but are carried out with commitment.
NA	Flexible working hours help staff maintain energy and focus. Long-distance work travel causes fatigue, but is still undertaken out of responsibility.
FK	Regional or national election periods increase motivation due to the challenges involved in monitoring campaign violations.

Source: Research Results (2024)

Vigor refers to a state of high energy and mental resilience at work, encompassing the willingness to invest effort and persist in the face of adversity. (Bakker & Leiter, 2010). This concept illustrates a condition in which employees feel enthusiastic, energetic, and ready to give their best. Employees who demonstrate vigor are better equipped to handle challenges, maintain motivation, and exhibit strong mental fortitude. Based on the interview data, several factors were found to influence staff motivation and enthusiasm. Meldawati et al., (2023) Argue that empowered employees are more likely to feel valued and respected, which in turn enhances their level of motivation and engagement. This aligns with the findings of this study, where KPID Sulteng provides various supporting facilities and incentives, as well as a relatively relaxed organizational culture that promotes employee morale. Facilities such as complimentary snacks provided by the office, a comfortable work environment, and access to modern technology for monitoring radio broadcasts all contribute to increased work enthusiasm and task efficiency. One respondent, AB, stated:

> *"It depends. Sometimes I feel motivated, especially when snacks are provided. Snacks make me more enthusiastic."* (AB)

This indicates that simple gestures of appreciation, such as the provision of snacks, can significantly enhance work motivation. Seemingly minor facilities can serve as effective triggers for fostering employee engagement. In the context of organizational performance improvement, the integration of updated information technologies and employee competencies is essential. (Pasaribu et al., 2021). This is supported by findings from Daswati et al. (2021), who emphasize that technological components are crucial in enhancing productivity. Respondent RA expressed during the interview:

> *"It is very supportive, for example, when some equipment was recently purchased previously we monitored using traditional radio devices, but now they've been replaced with smartphones. These new tools really support our work."* (RA)

The implementation of smartphones for broadcast monitoring has notably increased both efficiency and accuracy compared to the previous manual radio-based methods. The technological upgrade has led to a significant improvement in the quality of monitoring results, enabling staff to identify broadcasting violations more quickly and precisely. Consequently, this boosts staff morale and motivation. However, the transition process was not without challenges; delays in procuring new equipment temporarily hindered the monitoring process

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and forced staff to rely on outdated, less effective tools. This negatively impacted efficiency and reduced staff enthusiasm, resulting in less accurate content reporting. Once the new devices were deployed, operational efficiency improved, and staff demonstrated higher enthusiasm due to the streamlined and facilitated nature of their tasks.

Salary is another critical factor that contributes to enhancing the energy levels and motivation of KPID Sulteng staff. Compensation is considered one of the main resources that fuels employee motivation. FA remarked:

> *"Of course, there is enthusiasm, but energy depends on budget. That energy is driven by the income we receive."* (FA)

This finding is consistent with the study by (Anshori & Karya, 2018), which concluded that competitive salaries significantly enhance employee engagement. However, some staff members expressed dissatisfaction regarding the compensation they received, noting disparities compared to staff in other regional KPID offices. This suggests the presence of varied perceptions concerning financial well-being, which may influence levels of work engagement. Leadership plays a vital role in fostering creativity and innovation in the workplace and is instrumental in motivating and empowering employees to achieve organizational goals. (Adda et al., 2019). Observational data from KPID Sulteng revealed that the leadership grants substantial flexibility regarding working hours and break times, cultivating a relaxed work culture. The absence of strict regulations allows staff to arrive, take breaks, and leave work according to personal schedules, which is particularly supportive for employees who juggle additional roles outside of KPID. This sentiment is echoed by NA, who remarked:

> *"KPID accommodates us well, providing comfort during rest periods and not overly pressuring the staff to work continuously."* (NA)

Such flexibility in working hours helps employees conserve energy and maintain focus, as it allows them to adjust their work schedule according to personal needs and ensures they are in optimal condition when present. This liberty enables staff to avoid burnout, especially those with additional responsibilities, such as teaching. However, the downside of this flexible culture is the lack of consistent leadership presence in the office. This has led to minimal direct interaction, slowing down communication and decision-making processes. The resulting lack of coordination has, in turn, diminished morale, created confusion, and increased the collaborative workload for staff. Another key factor influencing the enthusiasm of KPID Sulteng staff is the presence of specific high-intensity moments or large-scale tasks. As expressed by FK:

> *"The most motivating period is during local elections or national elections, as our motivation rises sharply due to the demand for continuous monitoring of campaign violations on broadcast media."* (FK)

The election period (pilkada) marks an intensive phase during which numerous campaign advertisements are broadcast on the radio. The Indonesian Broadcasting Commission enforces specific regulations concerning political campaign content in both radio and television broadcasts. During these periods, staff are responsible for monitoring and recording violations of these regulations, particularly related to campaign materials. Although the workload increases significantly, it is directed toward clear objectives, which in turn stimulates heightened motivation and enthusiasm for monitoring broadcast content. The urgency associated with election-related oversight creates a work environment that is both challenging and rewarding, thereby strengthening employees' spirit and motivation.

Additionally, KPID Sulteng is tasked with conducting off-site activities aimed at enhancing public awareness about healthy broadcasting practices and media literacy. RA and NA shared their experiences:

> *"There are several field activities, such as media literacy programs in schools... Working in the field today, monitoring broadcasts the next day... It's certainly exhausting, but we carry on."* (RA)

> *"These activities consume a lot of energy... for example, in Banggai Laut, which is far away and requires several days... since KPID only exists at the provincial level, coordination with each district is necessary."* (NA)

Large-scale external programs such as the KPID Award and media literacy campaigns exert considerable physical and mental demands on staff. Long-distance travel to remote areas like Banggai Laut contributes to fatigue due to extended travel times and the intensive coordination required across multiple districts. Furthermore, back-to-back literacy programs without sufficient recovery time often immediately followed by broadcast monitoring duties intensify the workload. This combination of physical strain from travel and pressure from tight schedules drains staff energy, diminishes concentration, and tests resilience. Nevertheless, staff continue to fulfill their responsibilities with a strong sense of commitment. Despite their exhaustion, a clear sense of purpose and accountability sustains their engagement.

Dedication

Table 3. Findings on Dedication

Informant	Findings
NA	Involvement in activities and partnerships strengthens a sense of ownership over the work. Salary encourages staff responsibility and commitment to their duties.
RA	Maintaining the existence of broadcasting institutions amid technological changes enhances staff commitment to their work.
AB	The success of major events increases job satisfaction and attachment to the organization.
WA	Contributions made through work that help educate the public strengthen a sense of pride. Personal goals and responsibilities reinforce staff commitment to their roles.

Source: Research Results (2024)

Dedication refers to a strong and meaningful involvement by staff members, characterized by enthusiasm and a sense of challenge in their work. (Bakker & Leiter, 2010). This concept not only reflects excitement about one's job but also encompasses emotional attachment and a commitment to the values and objectives of the organization. Employees with high levels of dedication tend to take pride in their roles, find personal meaning in their work, and continuously strive for excellence even in the face of adversity. Pri & Zamralita, (2018) Emphasize that individuals who express dedication as part of their work engagement experience both a sense of meaning and pride in their professional responsibilities. Consistent with this view, KPID Sulteng staff generally demonstrate a deep sense of pride in their work and approach their responsibilities with conscious commitment. However, this level of dedication is not uniformly felt across all personnel. Some staff members do not find personal

significance in their tasks and perceive their roles merely as a means of earning a salary. This discrepancy in perspective suggests that not all employees exhibit the same degree of emotional investment in their roles. Work duties and contributions to the public are among the key factors influencing the sense of pride held by KPID Sulteng staff. This was evident in several interviews:

> *"I feel proud because through KPID I have learned a lot about how to manage and execute programs, and to collaborate with broadcasting institutions that positively impact the community."* (NA)

> *"We are still fighting for the growth of broadcasting institutions in Central Sulawesi, even though many have shifted to smartphone-based platforms. But there are still broadcasters delivering positive content to the public, and that's what makes me proud."* (RA)

> *"When we successfully held the Broadcasting Award, I felt proud because it's a major event that recognizes our partners and broadcasters in Central Sulawesi."* (AB)

These statements highlight how meaningful work and community-oriented contributions become sources of pride and engagement for staff. Individuals who find purpose in their work are more likely to remain involved and exhibit strong commitment to the organization. (Roselawati & Mulyana, 2023). Pride in one's work motivates staff to persist in their roles with dedication and resilience in the face of challenges. The task of monitoring broadcasts instills a strong sense of responsibility, ensuring duties are carried out with full awareness of their societal impact. Efforts to sustain the relevance of local media amid digital transformation act as a driving force for continued engagement, while achievements in public programming reinforce emotional ties and job satisfaction.

WA further expressed how their contributions to society and the overarching mission of KPID instill pride and commitment in their daily duties:

> *"Of course, our work has a very important purpose for both KPID and the public. Everything we do is aimed at enlightening and educating the nation and society."* (WA)

WA emphasized that his work plays a crucial role in educating the public, particularly through broadcast content monitoring. Awareness of this significant responsibility fosters a sense of pride in performing his duties, thereby strengthening his attachment to the role. Deep engagement in one's work arises when individuals perceive their tasks as meaningful and highly relevant. This sense of pride is not solely derived from personal accomplishments but also from the belief that their efforts provide tangible benefits to the community. Witnessing the direct impact of broadcast oversight enhances staff connection to their roles, encouraging stronger commitment and continual improvement in work quality. These experiences demonstrate that the more significant the perceived impact of one's job, the stronger the emotional engagement with the task.

In addition, personal goals influence the level of dedication among KPID Sulteng staff. WA and NA expressed how their personal objectives shape the way they interpret their work:

> *"Of course, personal goals are involved. Firstly, we're paid for this job, and that relates to personal needs. Secondly, responsibility is also a factor so yes, personal goals exist, because we receive a salary, and that's a personal matter."* (NA)

WA explained that he views his work as part of a broader mission to educate the public through media literacy initiatives. This perspective drives him to engage more deeply in his role and to carry out his responsibilities with a strong sense of commitment. His sense of ownership over the work stems not only from obligation but also from the belief that his efforts have a wider social impact, which reinforces his consistency and dedication. On the other hand, NA highlighted that financial compensation and personal responsibility also motivate his engagement. Research by (Anshori & Karya, 2018) Indicates that financial rewards have a positive influence on work engagement and organizational commitment. As observed at KPID Sulteng, compensation serves not only as a short-term incentive but also contributes to sustaining employee involvement. NA acknowledged that receiving a salary instills a sense of responsibility toward his role, thereby reinforcing his daily commitment to his duties.

Absorption

Table 3. Findings on Absorption

Informant	Findings
RA	High task urgency increases focus and reduces staff interaction. Tight deadlines drive full engagement and work discipline, thereby enhancing concentration.
NA	External distractions hinder concentration and reduce work effectiveness. Enjoyment in the job helps maintain attention. A quiet work environment supports optimal concentration.
FK	Physical condition and adequate rest contribute to optimal focus. A quiet work environment supports maximum concentration.

Source: Research Results (2024)

Absorption is characterized by full concentration and deep immersion in one's work to the point where time appears to pass quickly and detachment from tasks becomes difficult. (Bakker & Leiter, 2010). The extent to which an individual becomes absorbed in their job depends on various conditions that influence concentration and focus during work. One of the key factors affecting the ability of KPID Sulteng staff to focus is the nature of the task and the level of urgency associated with it. RA shared the following insight:

> *"If it's something urgent and important, then obviously I don't want to be disturbed. But if it's something I can do while chatting, then it's no big deal."* (RA)

This response indicates that high-urgency tasks compel employees to become more focused and less receptive to distractions. RA explained that during time-sensitive and critical duties such as completing reports interactions with coworkers tend to decrease as attention is redirected entirely toward the task. Conversely, when performing lighter duties, such as routine radio monitoring, employees can remain conversational or engage in other minor activities concurrently. This suggests that increased task demands heighten concentration, enabling staff to become more immersed in their work and devote their full attention toward achieving optimal outcomes. However, distractions from colleagues can still pose challenges to maintaining deep focus. As noted by NA:

> *"When I'm focused on completing a task, I feel disturbed if someone interrupts or talks to me, especially when I have a pile of work waiting."* (NA)

Such interruptions hinder complete engagement with one's tasks, preventing employees from entering a state of deep focus. When a staff member is distracted during moments of intense concentration, it takes additional time and mental effort to return to an optimal level of focus, thereby reducing both work effectiveness and the depth of their engagement. As NA

mentioned, external disturbances during tasks requiring high cognitive effort fragment concentration and delay task completion.

In addition to external distractions, internal factors particularly physical condition and rest also play a role in determining a staff member's ability to concentrate. FK shared:

> *"If I've had enough rest, my concentration is good. If I had breakfast before coming in, I'd be clearer-minded. But it's tough when I have a lot of responsibilities at home and come to work without having breakfast."* (FK)

Adequate rest and proper nutrition before work help maintain energy levels and enhance focus. Staff members who are fatigued or have skipped breakfast find it more difficult to sustain concentration and are more susceptible to distractions. Conversely, a well-rested physical state allows individuals to fully engage in their work without being easily sidetracked. Physical readiness before beginning tasks ensures that employees can maintain high levels of focus and remain fully absorbed in their responsibilities.

Furthermore, the degree to which staff enjoy their work significantly affects their ability to remain focused. NA noted:

> *"Of course I enjoy it when we enjoy the programs and activities, we engage with them more willingly."* (NA)

Enjoyment in work enables employees to maintain attention for extended periods. When staff members feel connected to their responsibilities, their focus remains stable even in the face of complex or repetitive tasks. The sense of enjoyment contributes to improved concentration because employees are more motivated to complete tasks without perceiving them as burdensome. Conversely, when work is perceived merely as an obligation, susceptibility to distractions increases, and focus becomes suboptimal. Moreover, the presence of deadlines and workload pressure often sustains and enhances focus during work activities. NA and RA expressed:

> *"When preparing the financial accountability report (SPJ), and the deadline is extremely tight, we need to concentrate more to get it done."* (NA)

> *"I think most people don't enjoy difficult tasks. But if we must, we have to do it. And we're happy once everything is over."* (RA)

These statements reinforce the notion that time constraints and task urgency, while challenging, can also enhance focus and deepen absorption. Employees often rise to the occasion when under pressure, using urgency as a catalyst for heightened engagement and successful task completion.

Tasks with tight deadlines prompt staff to dedicate their full attention to completion. Under such conditions, staff are more likely to limit non-work-related interactions and sustain their focus until the task is finished. When working on assignments such as preparing financial accountability reports (SPJ) under short timeframes, staff demonstrate disciplined time management to maintain their concentration. RA stated that while heavy tasks are not always preferred, responsibility drives their completion. This suggests that, despite varying task intensities, high-demand tasks can increase staff engagement in the short term especially when motivated by the need to achieve expected outcomes. Regarding deadlines, FK and NA noted:

> *"I often lose track of time when tasks must be completed within a set period and the deadline is tight. Sometimes I work late into the evening to finish it."* (RA)

> *"Forgetfulness about time? Maybe not. Because when we work, we need to know when to rest. The monitoring room is specially designed soundproof and quiet so we can focus on broadcast content."* (NA)

When faced with urgent deadlines, staff concentrate more intensely on their tasks. FK explained that in such scenarios, he is more inclined to work late into the night to ensure completion. This shows that pressing time constraints enhance focus, as staff direct all their attention to work, minimizing distractions. RA emphasized that despite the increased concentration, it is important to factor in rest time to maintain long-term productivity. The work environment also influences staff concentration. RA further described how dedicated monitoring rooms provide a distraction-free setting that supports staff focus when monitoring radio or television broadcasts. In contrast, open-plan spaces carry more distractions, potentially diminishing effectiveness in completing focus-intensive tasks.

Conclusion

This qualitative study provides a contextual understanding of work engagement among the staff of the Central Sulawesi Regional Indonesian Broadcasting Commission (KPID Sulteng), focusing on the three dimensions of vigor, dedication, and absorption. Our key findings show that staff vigor is influenced by a mix of factors, from simple acts of appreciation like providing snacks to more substantial elements like competitive salaries, flexible work schedules, and access to modern technology. The study also found that high-stakes moments, such as election periods or large-scale public events, can significantly boost motivation and enthusiasm. Meanwhile, dedication is deeply rooted in the staff's sense of pride in their work and its public service mission, with contributions to society and personal career goals serving as powerful motivators. Finally, absorption is a state that is highly dependent on situational factors. Urgent tasks and tight deadlines compel deep focus, while a conducive work environment—free from distractions—and adequate physical rest are crucial for sustained concentration. The combination of these findings highlights a nuanced picture of work engagement in a small public agency, where both tangible rewards and intangible motivations play a vital role.

Despite these valuable insights, this study has several limitations that should be considered. The research was conducted using a small sample of five informants at a single regional office, which, while sufficient for data saturation in a qualitative context, may not be representative of staff engagement across all Indonesian Broadcasting Commission offices. The reliance on self-reported data from interviews and the researcher's observations during an internship may also introduce a degree of bias. While triangulation was used to validate the findings, a broader study encompassing more locations and a larger sample size could provide a more generalized and comprehensive understanding of work engagement within the public broadcasting sector in Indonesia. The focus on a specific, unique context means the findings may not be directly transferable to other public institutions with different mandates, structures, or work cultures.

Based on our findings, we offer several suggestions for future research and practical application. For KPID Sulteng, we recommend a continued investment in technological infrastructure and the creation of clear, focused tasks during non-election periods to sustain engagement. The leadership should also consider a more structured approach to flexible working hours to avoid communication breakdowns and ensure consistent team presence. For future researchers, we suggest expanding the scope to a larger, multi-site study that includes various KPID regional offices to compare and contrast findings. Adopting a mixed-methods approach that combines in-depth qualitative interviews with quantitative surveys would also be beneficial. This would not only allow for a broader understanding of the factors influencing work engagement but also enable the testing of specific hypotheses. Finally, future studies

could explore the long-term impact of factors such as compensation disparities, leadership styles, and public-facing activities on employee burnout and sustained engagement in public institutions.

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