

Psychological Capital as a Bridge between Role Clarity and Engagement: Empirical Insights from Village Officials in Waled

Hendriansah Ramadhani^{*1}, Asep Gunawan², Hevy Febriyansyah³

^{*1,2,3}Universitas Muhammadiyah Cirebon, West Java, Indonesia

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Email Correspondence:

hendriansahramadhani13@gmail.com

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ABSTRACT

This study investigates the effect of role clarity on employee engagement, with psychological capital as a mediating variable among village officials in Waled Subdistrict, Cirebon Regency. Using a quantitative approach with an explanatory design, the population was all village officials with a total of 136, the research sample used the census method. Data were collected through a 5-point Likert-scale questionnaire and analyzed using SPSS 22, including simple linear regression, partial t test, coefficient of determination (R^2) and Sobel tests. Findings reveal that role clarity significantly influences employee engagement, both directly and indirectly through psychological capital. These results highlight the importance of structured job design and psychological development in optimizing human resource practices in the public sector.

INTRODUCTION

Villages play a strategic role as the closest administrative units to the community, serving as the frontline of public service delivery. The village government bears vital responsibilities in managing administrative services, community empowerment, local-scale infrastructure development, and social assistance distribution. In this position, villages are not only policy implementers but also central agents of sustainable and independent regional development.

However, over the past four years, there has been increasing concern regarding the low levels of Employee engagement among village apparatus, particularly in the face of complex responsibilities, unclear role boundaries, and limited human resources. Field observations in Waled District revealed a recurring pattern: many village officials demonstrate low motivation, a lack of initiative, limited resilience, and minimal emotional commitment to their duties. Instead of actively contributing to village development, they tend to perform only basic tasks passively and superficially.

One of the factors strongly suspected to influence this low engagement is role clarity. According to Vullingsh et al., (2020), role clarity refers to the extent to which individuals understand their responsibilities, expected behaviors, and tasks within an organization. When employees possess high clarity about their roles, it helps reduce job stress, errors, and dissatisfaction. However, Gupta and Shukla, (2018) found that excessive role clarity may lead to over-standardization, potentially suppressing creativity and limiting job autonomy. Conversely, Ojeleye et al (2023) confirmed that clear role expectations significantly improve employee engagement, aligning with social exchange theory.

Employee engagement itself is a multidimensional psychological construct comprising emotional, cognitive, and behavioral components that drive individuals to give their best efforts and align themselves with organizational goals (Saks, 2022). Various environmental factors such as supportive leadership,

positive social relations, and conducive work environments are acknowledged as important antecedents of engagement, particularly in public sector organizations (Sutrisno, 2022). Additionally, engagement plays a significant role in strengthening psychological resources and enhancing job performance among village officials (Jannah et al., 2023). Nevertheless, some researchers highlight that work conditions alone are insufficient to sustain engagement without the presence of internal psychological resources such as psychological capital (PsyCap) (Luthans, Youssef, et al., 2007).

Psychological capital, comprising self-efficacy, hope, optimism, and resilience, is considered a positive psychological state that reinforces an individual's belief in their capacity to achieve success through persistent and motivated effort (Samroodh et al., 2023). It has been positively associated with both engagement and performance (Vîrgă et al., 2022). However, studies such as Lusiyanı & Helmy, (2020) found that individuals with strong intrinsic motivation may demonstrate high levels of PsyCap even in the absence of role clarity. Similarly, Paek et al., (2015) confirmed the effect of PsyCap on employee engagement and morale among frontline employees in Korea, although further research is required to uncover the mechanisms through which PsyCap influences public service motivation and engagement.

Despite the increasing body of literature on the relationships between role clarity, psychological capital, and employee engagement, most existing studies have focused on private sector organizations, education, and hospitality industries. Research on these constructs in village government settings, especially within the public sector context in developing countries like Indonesia, remains limited. This creates a research gap, both in terms of the practical importance of strengthening village governance and the academic novelty of exploring these variables in a local public administration context. Therefore, this study seeks to fill that gap by empirically examining the direct and indirect effects of role clarity on employee engagement, with psychological capital as a mediating variable, within the context of village government officials in Waled District. The novelty of this study lies in its integrated approach to assessing how internal psychological resources mediate the relationship between organizational role design and behavioral outcomes in a public sector setting. This research also contributes to the literature by expanding the theoretical framework of employee engagement to include both external (role clarity) and internal (PsyCap) determinants in rural governance.

Literature Review

Role Clarity

Role clarity refers to the extent to which employees possess a clear understanding of their job responsibilities, tasks, and the expectations placed upon them (Hall, 2008). It encompasses various role components, including performance objectives, required behaviors and attitudes, role boundaries, and the expected conduct in relation to those occupying complementary roles (Yadav & Kant, 2022). According to Hassan, (2013), role clarity minimizes unnecessary confusion regarding job duties, thereby enhancing employee involvement in carrying out their responsibilities. A lack of clarity can negatively impact psychological and behavioral outcomes (Rhoads et al., 1994, as cited in Gopalakrishnan & Abu, 2024). When employees are fully aware of their job tasks and expectations, they tend to exhibit higher engagement and commitment. (Hall, 2008) categorizes role clarity into two main dimensions: goal clarity and process clarity

Employee Engagement

Kahn, (1990) first defined employee engagement as the extent to which organizational members immerse themselves in their work roles, involving the physical, emotional, mental, and cognitive aspects of the self. The term "engaged" has been interpreted in diverse ways across the literature (Albrecht, 2010). Employee engagement is typically described as a positive, multidimensional attitude encompassing cognitive, emotional, and behavioral components that drive individuals to participate enthusiastically and voluntarily in their work and organizational activities (Fitrialdi et al., 2020). It serves as a measurable

indicator of an employee’s emotional attachment whether positive or negative towards their job, colleagues, and organization, influencing their willingness to learn and perform. According to Schaufeli et al., (2006), engagement is a positive, fulfilling mental state associated with work, characterized by three core dimensions: vigor, dedication, and absorption, as measured using the Utrecht Work Engagement Scale (UWES-9).

Psychological Capital

Psychological capital is rooted in positive psychology and positive organizational behavior (POB), focusing on the development and management of employees' psychological strengths to enhance performance (Luthans, 2002). Luthans et al., (2007) define it as an individual’s positive psychological state that impacts behavior and organizational performance, comprising four elements: self-efficacy, hope, optimism, and resilience. Soni & Rastogi, (2019) further describe these components as follows: confidence in dealing with challenging situations (self-efficacy), persistent efforts to attain present and future goals (hope), a sense of control over outcomes (optimism), and the ability to withstand prolonged physical and mental stress (resilience). As a core construct in positive psychology, psychological capital contributes to personal well-being and leads to beneficial organizational outcomes.

Hypothesis Development

With the research results above, the conceptual framework is as follows:

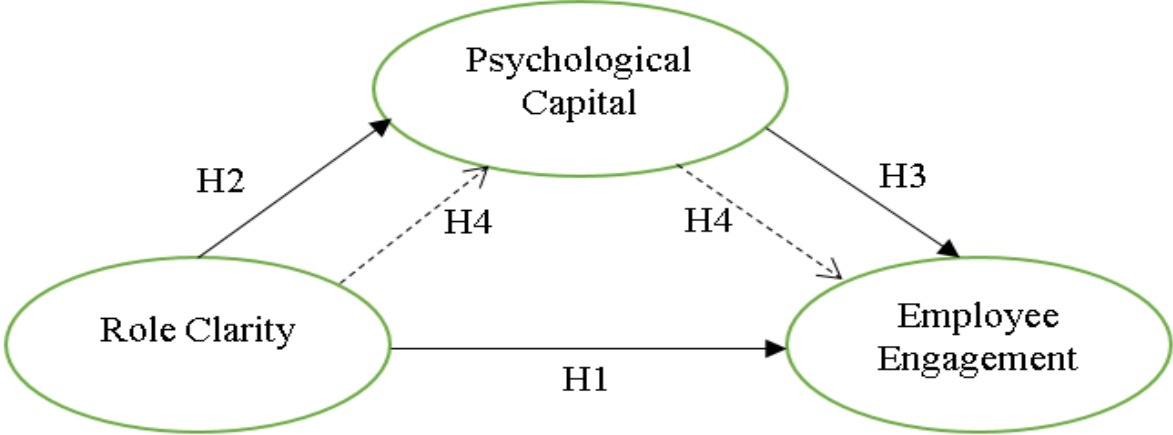


Figure 1. Conceptual Framework
Source: Data Processed, 2025

From this framework, a hypothesis can be formulated:

The Influence of Role Clarity on Employee Engagement

Role clarity has been consistently linked to higher employee engagement across organizational settings. Lang et al., (2007) emphasize that employees who clearly understand their responsibilities and performance expectations are more capable of handling complex job demands. Supporting this, Heman et al., (2024) found a significant positive relationship between role clarity and engagement, noting that clarity fosters stronger task involvement. Hassan, (2013), in a large-scale study of 1,669 U.S. state employees, identified role clarity as a key predictor of job satisfaction and a critical component of a productive work environment. The Job Demands-Resources (JD-R) model further explains that well-defined roles serve as job resources that enhance engagement by enabling employees to meet work demands effectively (Bellamkonda et al., 2021). These findings suggest that role clarity not only improves task comprehension but also increases psychological readiness for job involvement. Based on the discussion above, the following hypothesis is proposed:

H₁: Role Clarity has a positive influence on Employee Engagement

The Influence of Role Clarity on Psychological Capital

Role clarity plays a crucial role in cultivating positive psychological states such as psychological empowerment, optimism, and future-oriented thinking. De Villiers and Stander (2011) as well as Towsen et al., (2020) argue that clear roles contribute to a psychologically safe and empowering work environment. Hall, (2004) found that clarity in job roles provides the necessary structure for developing optimism and hope, essential elements of psychological empowerment. Towsen et al., (2020) reinforced these findings, demonstrating that clear expectations lead to employees feeling more psychologically empowered. Luthans et al., (2007) also state that structured and transparent work environments reduce ambiguity and foster the development of psychological capital, including self-efficacy, resilience, optimism, and hope. Thus, when employees experience high role clarity, they are more likely to develop the psychological resources needed to thrive in their roles. Based on the discussion above, the following hypothesis is proposed:

H₂: Role Clarity has a positive influence on Psychological Capital

The Influence of Psychological Capital on Employee Engagement

Psychological capital comprising hope, optimism, resilience, and self-efficacy has a significant positive impact on employee engagement. Fitrialdi et al., (2020) observed that civil servants with higher psychological capital showed elevated levels of dedication, energy, and enthusiasm in the workplace. Similarly, Soni & Rastogi, (2019) found that employees with strong psychological resources were more engaged and motivated to perform. Shafira, (2021) also reported that psychological capital positively influenced engagement levels among government employees, contributing to better performance and stronger organizational commitment. These findings underscore that when individuals possess a robust psychological foundation, they are more likely to immerse themselves in their work roles with vigor and commitment. Based on the discussion above, the following hypothesis is proposed:

H₃: Psychological Capital has a positive influence on Employee Engagement

The Influence of Role Clarity on Employee Engagement Mediated by Psychological Capital

The interaction between role clarity and employee engagement is further enriched by the mediating effect of psychological capital. According to Avey et al., (2011), clear roles enhance self-efficacy and optimism, reducing uncertainty and work-related stress. Xanthopoulou et al., (2009) explain that clarity in roles fosters psychological resilience and goal-oriented hope. Luthans et al., (2007) emphasize that employees with high psychological capital are more confident, optimistic, and capable of handling workplace challenges, leading to higher engagement. Siang et al., (2025) support this view, asserting that role clarity creates favorable conditions for the development of psychological capital, which in turn boosts engagement. Recent findings by Dubey et al., (2024) highlight the central mediating function of psychological capital, illustrating how role clarity enhances employee engagement through improvements in internal psychological strengths. This evidence collectively affirms that psychological capital is a pivotal mechanism linking role clarity with employee engagement outcomes. Based on the discussion above, the following hypothesis is proposed:

H₄: Role Clarity has a positive effect on Employee Engagement mediated by Psychological Capital

RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design, aiming to examine both direct and indirect effects of role clarity on employee engagement, with psychological capital serving as a mediating variable. The research object consists of village officials in Waled Subdistrict, Cirebon Regency, including village secretaries, heads of financial affairs, general and

administrative affairs, planning, governmental affairs, public services, welfare services, and hamlet heads. The total population comprised 136 individuals. Given the relatively small and accessible population, the sampling technique used was a census, in which all members of the population were included as research respondents.

The operational definitions of the research variables are as follows: role clarity refers to goal clarity and process clarity; psychological capital is a positive psychological state consisting of self-efficacy, optimism, hope, and resilience; and employee engagement refers to vigor, dedication, and absorption. These variables were measured using a 5-point Likert scale questionnaire ranging from "strongly disagree" to "strongly agree."

The data sources were primary, obtained directly from the respondents through structured questionnaires. The data were analyzed using descriptive statistics to illustrate respondent characteristics and variable distributions. Subsequently, simple linear regression was used to evaluate direct relationships among variables, along with partial t-tests to assess the significance of each independent variable on the dependent variable. The coefficient of determination (R^2) was calculated to determine the explanatory power of the independent variables. To test the mediating role of psychological capital, the Sobel test was conducted using statistical tools such as SPSS version 22 and an online Sobel calculator, with the level of significance set at $\alpha = 0.05$. The results of these analyses are expected to provide empirical evidence on the mechanism linking role clarity, psychological capital, and employee engagement among village government employees.

Table Error! No text of specified style in document.1. Measurement Indicators

Variables	Item Number	Statement	Source
Role Clarity	RC1	I understand well all the tasks and responsibilities that are part of my job	Hall, (2008)
	RC2	I am clear about the goals and objectives that I must achieve in my work	
	RC3	I understand how my work contributes to achieving the overall goals of my work unit.	
	RC4	I understand well expected results of my work.	
	RC5	I understand how to effectively manage my time to complete all the task I am responsible for.	
	RC6	I understand the appropriate steps to carry out each of my job duties.	
	RC7	I believe that the work procedures used in carrying out my job are correct and in accordance with applicable regulations.	
	RC8	I believe I have applied the best way to complete my work.	
Variables	Item Number	Statement	Source
Employee Engagement	EE1	At work, I feel full of energy.	Schaufeli et al., (2006)
	EE2	At work, I am very mentally tough.	
	EE3	When I wake up in the morning, I feel I like going to work immediately.	
	EE4	I am enthusiastic about my job village official.	
	EE5	My job village official is inspiring to me.	
	EE6	I am proud of the work I do as a village official.	
	EE7	I feel happy when I work intensely.	
	EE8	I am immersed in my work.	
	EE9	I get carried away when I am at work.	

Variables	Item Number	Statement	Source
Psychological Capital	PC1	I feel confident in analyzing and solving complex problem at work.	Luthans, Youssef, et al., (2007)
	PC2	I believe I can represent my work area well in meetings or discussions with leaders.	
	PC3	I am able to find different ways to achieve my work.	
	PC4	I can usually face and overcome difficulties in several ways at work.	
	PC5	I feel I can handle many things at once in this village official job.	
	PC6	I stay positive despite uncertainly at work.	
	PC7	I am optimistic about what will happen to me in the future related to work.	

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 136 respondents completed the questionnaire distributed via Google Forms, all of whom were village officials from Waled Subdistrict, Cirebon Regency. The demographic characteristics of the respondents are presented in the following Table 2.

Table 2. Description of Respondent Characteristics

Category	Description	Frequency	Percentage (%)
Gender	Man	121	89
	Woman	15	11
Amount		136	100%
Village Government	Ambit	11	8.1
	Cibogo	11	8.1
	Cikulak	11	8.1
	Cikulak Kidul	11	8.1
	Cisaat	12	8.8
	Ciuyah	12	8.8
	Gunungsari	11	8.1
	Karangsari	12	8,8
	Mekarsari	12	8,8
	Waled Asem	11	8.1
	Waled Desa	10	7.4
	Waled Kota	12	8.8
Amount		136	100%
Last Education	High school/Equivalent	120	88.2
	Diploma III	2	1.5
	Bachelor	14	10.3
Amount		136	100%
Age	20 – 40 Years	52	38.2
	>41 Years	84	61.8
Amount		136	100%

Source: Data Processed, 2025

Based on table 2, most participants were male (89%), while only 11% were female. Respondents were evenly distributed across the 12 village governments in Waled, with each village contributing approximately 7.4% to 8.8% of the total sample. Regarding educational background, most respondents

had completed senior high school or its equivalent (88.2%), whereas only 1.5% held a diploma (D3) and 10.3% had a bachelor's degree (S1). In terms of age distribution, the sample was dominated by those over 41 years old (61.8%), while the 20–40 age group accounted for 38.2%. This composition reflects a predominantly male, moderately educated, and mature workforce, providing a representative profile of the human resources in the village government institutions that served as the research population.

Validity Test and Reliability Test

To assess the accuracy and appropriateness of the questionnaire, a validity test was conducted. An item was considered valid if the corrected item-total correlation exceeded the critical r-value of 0.168, based on $\alpha = 0.05$ and degrees of freedom ($df = N - 2 = 134$). Items meeting this threshold were deemed statistically valid and suitable for further analysis.

In addition, a reliability test was performed to evaluate the internal consistency of the measurement instrument. Reliability was measured using Cronbach's Alpha (α) coefficient. A variable was considered reliable if its Cronbach's Alpha value exceeded 0.60, indicating that the questionnaire consistently measured the intended constructs across repeated use.

Table 3. Validity and Reliability Test Results

Variables	Items	<i>Corrected Item- Total Correlation</i>	r-tabel	<i>Cronbach's Alpha</i>
<i>Role Clarity</i>	RC1	0.620	0.168	0.713
	RC2	0.547	0.168	
	RC3	0.526	0.168	
	RC4	0.635	0.168	
	RC5	0.518	0.168	
	RC6	0.609	0.168	
	RC7	0.527	0.168	
	RC8	0.643	0.168	
Variables	Items	<i>Corrected Item- Total Correlation</i>	r-tabel	<i>Cronbach's Alpha</i>
<i>Employee Engagement</i>	EE1	0.578	0.168	0.828
	EE2	0.724	0.168	
	EE3	0.629	0.168	
	EE4	0.719	0.168	
	EE5	0.745	0.168	
	EE6	0.520	0.168	
	EE7	0.669	0.168	
	EE8	0.672	0.168	
	EE9	0.592	0.168	
Variables	Items	<i>Corrected Item- Total Correlation</i>	r-tabel	<i>Cronbach's Alpha</i>
<i>Psychological Capital</i>	PC1	0.698	0.168	0.706
	PC2	0.617	0.168	
	PC3	0.659	0.168	
	PC4	0.520	0.168	
	PC5	0.661	0.168	
	PC6	0.708	0.168	
	PC7	0.274	0.168	

Source: Data Processed, 2025

Based on the results presented in table 3, all questionnaire items across each variable demonstrated corrected item-total correlation values greater than 0.05, indicating that all statement items were statistically valid. Furthermore, the Cronbach's Alpha values for each variable exceeded the minimum

threshold of 0.60, confirming that the instrument used in this study meets the criteria for reliability. These results suggest that the measurement tool was both valid and internally consistent, and therefore appropriate for use in analyzing the relationships among the research variables.

Hypothesis Test

In hypothesis testing, a significance value (p-value) less than 0.05 indicates that the hypothesis is statistically supported. Based on the analysis results, each hypothesis in this study yielded a p-value below 0.05, demonstrating that all proposed hypotheses are accepted and empirically validated. A detailed summary of the hypothesis testing results is presented in the following Table 4.

Table 4. Direct Hypothesis Testing Result

Hypothesis	Koefisien Regresi (B)	t hitung	Sig.	R Square
Role Clarity on Employee Engagement	0.863	10.806	0.000	0.466
Role Clarity on Psychological Capital	0.499	8.179	0.000	0.333
Psychological Capital on Employee Engagement	0.887	8.815	0.000	0.367

Source: Data Processed, 2025

Based on the results in table 4, it shows that role clarity significantly influences employee engagement, with a regression coefficient (B) of 0.863, t-value of 10.806, and a p-value of 0.000, indicating strong support for H1. The R² value of 0.466 suggests that 46.6% of the variance in employee engagement is explained by role clarity. Furthermore, role clarity also has a significant positive effect on psychological capital (B = 0.499, t = 8.179, p = 0.000), with an R² of 0.333, indicating a moderate explanatory power for psychological capital. Lastly, psychological capital significantly affects employee engagement (B = 0.887, t = 8.815, p = 0.000), with an R² of 0.367. These findings collectively underscore the importance of role clarity not only in directly enhancing engagement but also in fostering psychological capital, which in turn contributes substantially to employee engagement.

Sobel Test

The mediation hypothesis was tested using the Sobel test, which evaluates the significance of indirect effects or mediating variables within a causal model. The analysis was conducted using the DanielSoper StatCalc calculator as a computational tool. A detailed summary of the Sobel test results is presented in the following figure 2.

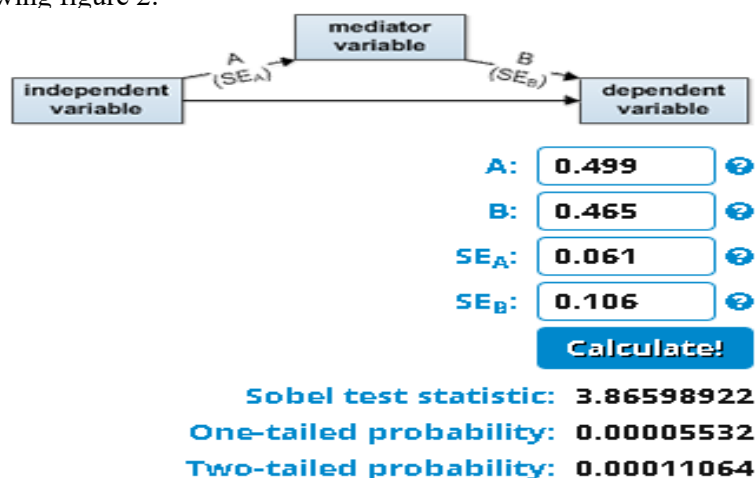


Figure 2. Sobel Test Calculation Results

Based on the Sobel test results displayed in the figure above and calculated using the Daniel Soper calculator, the two-tailed probability (p-value) for the indirect effect of role clarity on employee engagement through psychological capital was 0.000, which is below the significance threshold of 0.05. The corresponding t-value was 3.865, exceeding the critical t-table value of 1.656 at the 0.05 significance level. These findings indicate that psychological capital (Z) significantly mediates the relationship between role clarity (X) and employee engagement (Y). Thus, the mediation effect is statistically significant, supporting the hypothesis that psychological capital acts as an intermediary mechanism linking role clarity to increased employee engagement.

H₁: Role Clarity has a positive influence on Employee Engagement

Based on the processing results, the findings of this study reveal that role clarity significantly and positively influences employee engagement among village officials in Waled Subdistrict. This is supported by a regression coefficient of 0.863 and a significance level of 0.000, indicating that greater clarity regarding work objectives and responsibilities leads to higher employee involvement. Field observations showed that many village officials often perform routine administrative tasks without a clear understanding of their strategic value, resulting in task overlap, procedural ambiguity, low motivation, and passive work behavior. These issues manifest in delayed public services and a lack of responsibility toward village development. The results align with the Job Demands-Resources (JD-R) model proposed by Bellamkonda et al., (2021) which posits that clearly defined roles serve as job resources that enhance engagement by helping employees meet work demands effectively. Role clarity also promotes psychological benefits by fostering a sense of purpose, reducing stress, and encouraging initiative. To address these challenges, strategies such as defining detailed job descriptions, setting specific performance indicators, and establishing structured communication systems are essential. These interventions are expected to cultivate a supportive and empowering work environment that ultimately enhances public service quality at the village level.

H₂: Role Clarity has a positive influence on Psychological Capital

Based on the processing results, the findings indicate that role clarity has a significant and positive effect on psychological capital among village officials in Waled Subdistrict, as evidenced by a regression coefficient of 0.499 and a significance level of 0.000. This suggests that when individuals clearly understand their tasks, responsibilities, and work expectations, they are more likely to develop positive psychological conditions such as self-efficacy, hope, optimism, and resilience. In contrast, unclear roles marked by ambiguous goals, undefined workflows, and overlapping duties lead to confusion, reduced confidence, and diminished initiative. These symptoms are particularly evident among village officials who display passive behavior, low motivation, and hesitation in handling complex or changing work demands. Such issues reflect deficits in psychological capital, particularly in terms of self-confidence and adaptability. This supports the findings of De Villiers Stander, (2011), who assert that clear roles foster a psychologically secure and empowered work environment. In the village governance context, role clarity enhances confidence, optimism, and strategic focus. Therefore, it is essential not only for improving task performance but also for promoting individual psychological well-being. The study implies that enhancing role clarity should be complemented by initiatives such as self-development training, motivational support, constructive feedback, and open communication systems, which together can strengthen the internal resources needed for a resilient and adaptive rural workforce.

H₃: Psychological Capital has a positive influence on Employee Engagement

Based on the results of data processing, the results of this study indicate that psychological capital has a significant and positive effect on employee engagement among village officials in Waled Subdistrict, as shown by a regression coefficient of 0.887 and a significance value of 0.000. This finding suggests that

higher levels of psychological capital comprising self-efficacy, optimism, hope, and resilience contribute to greater involvement and commitment in the workplace. In the context of public sector environments such as village governance, which often face resource limitations and bureaucratic challenges, psychological capital plays a crucial role in shaping a workforce that is resilient, adaptive, and intrinsically motivated. Employees with strong psychological resources demonstrate greater initiative and dedication, even in demanding situations, and are better equipped to manage stress and role ambiguity. These results are consistent with the Job Demands-Resources (JD-R) model Bakker & Demerouti, (2007), which positions personal resources like psychological capital as buffers against job strain and as drivers of intrinsic motivation. Observational data also revealed that low psychological capital among village officials correlates with emotional fatigue, overdependence on leadership, and low initiative symptoms of weak employee engagement. Therefore, strengthening psychological capital should be a strategic priority in human resource development within village administrations. Interventions such as coaching, counseling, soft skill training, and fostering a positive work culture can build psychological resilience and promote a more engaged and productive workforce. Ultimately, a psychologically supportive work environment will not only enhance employee engagement but also improve public service delivery and organizational performance at the village level (Heman et al., 2024).

H4: Role Clarity has a positive effect on Employee Engagement mediated by Psychological Capital

Based on the results of data processing, the findings of this study reveal that role clarity has both a direct and indirect positive influence on employee engagement among village officials in Waled Subdistrict. Clear role definitions equip employees with detailed understanding of their tasks, responsibilities, and organizational expectations, thereby reducing ambiguity an essential aspect in promoting engagement, especially within the complex and often informal structure of village governance. The results showed that many village officials struggled with overlapping roles and unclear procedures, which hindered engagement. However, when structured role descriptions, clear leadership direction, and performance indicators are implemented, employee engagement improves significantly. This aligns with Hassan, (2013), who found that role clarity reduces stress and confusion while enhancing focus and collaboration. Moreover, the study confirms a significant indirect effect of role clarity on engagement through psychological capital as a mediating variable. The Sobel test result ($p = 0.000$; $t = 3.865 > t\text{-table } 1.656$) demonstrates that role clarity not only enhances engagement directly but also indirectly strengthens it by fostering self-efficacy, optimism, hope, and resilience. In challenging rural work environments, psychological capital acts as a personal resource that buffers the impact of job complexity and uncertainty. This is supported by Heman et al., (2024), who emphasize that a combination of role clarity and strong psychological capital contributes to a psychologically healthy work environment, promoting sustained engagement. In Waled, younger village officials exhibited higher levels of psychological capital, evident from their tech-savviness and proactive attitudes despite resource constraints. Therefore, improving employee engagement in rural government contexts requires not only clarifying job roles but also developing internal psychological strengths. These goals can be achieved through structured training, psychological coaching, and continuous human resource development programs, ultimately enabling officials to serve their communities with clarity, confidence, and commitment.

CONCLUSION

This study concludes that role clarity has a significant and positive influence on employee engagement among village officials in Waled Subdistrict, both directly and indirectly through psychological capital as a mediating variable. The research provides empirical evidence supporting all four hypotheses, confirming that when employees have a clear understanding of their job roles and organizational expectations, they demonstrate higher levels of involvement and commitment in their work. Additionally, role clarity positively impacts psychological capital comprising self-efficacy, hope,

optimism, and resilience which in turn significantly enhances employee engagement. The mediation analysis reinforces the notion that internal psychological resources not only complement but also amplify the effect of external structural clarity on work engagement. These results are consistent with the Job Demands-Resources (JD-R) model, which positions role clarity as a crucial job resource and psychological capital as a vital personal resource in fostering sustainable engagement. This research contributes to the limited literature on employee engagement in rural public administration and underlines the importance of integrating role structure and psychological development into governance reform at the village level.

In light of these findings, village governments are encouraged to implement structured job descriptions, transparent role delineation, and consistent communication of expectations to improve role clarity. Concurrently, psychological capital should be strengthened through targeted interventions such as coaching, counseling, soft-skill training, and the cultivation of a supportive work culture. These strategies are essential not only for enhancing engagement and individual performance but also for improving the quality and responsiveness of public services at the grassroots level. Future research could expand this model by exploring moderating variables such as leadership style or organizational climate, to further enrich the understanding of engagement dynamics in rural governance.

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