

The Hierarchical Culture as a Moderator Between Job Engagement and Job Satisfaction Among ASN in Indonesia

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Abstract. In general, environmental instability driven by bureaucratic reform is associated with reduced employee engagement, as ASN (Civil Servants) struggle to adapt to continuous changes. This discomfort may affect job satisfaction, which is an essential factor, given the strategic role of ASN in delivering public services and executing governmental functions. Although previous studies have established a positive relationship between job engagement and satisfaction, only a few examined the moderating role of organizational culture, particularly hierarchical culture, within this relationship. Therefore, this study aims to investigate hierarchical culture as a contextual resource potentially moderating the relationship between job engagement and job satisfaction following Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2008). Data were collected through validated self-report instruments, including Job Satisfaction Survey (JSS), Utrecht Job Engagement Scale-9 (UWES-9), and the Organizational Culture Assessment Instrument. The survey was administered online to 203 ASN participants using convenience sampling. Hypothesis testing was conducted using PROCESS Macro Model 1 in SPSS v27.0 to examine the moderating effect. The results showed that hierarchical culture did not significantly moderate the relationship between job engagement and satisfaction. In other words, hierarchical organizational structures may not influence how employees' engagement translates into satisfaction. Future studies are needed to explore alternative moderators, such as perceived organizational support or leadership styles, to deepen the understanding of mechanisms underlying employee satisfaction in public sector settings.

Keywords: ASN employees, hierarchical culture, job engagement, job satisfaction

Budaya Hierarki sebagai Moderator antara Keterlibatan Kerja dan Kepuasan Kerja pada ASN di Indonesia

Abstrak. Ketidakstabilan lingkungan yang dipicu oleh reformasi birokrasi secara umum dikaitkan dengan berkurangnya keterlibatan kerja pegawai Aparatur Sipil Negara (ASN) karena kesulitan beradaptasi dengan perubahan yang berkelanjutan. Ketidaknyamanan ini dapat memengaruhi kepuasan kerja, yang merupakan faktor penting, mengingat peran strategis ASN dalam memberikan layanan publik dan menjalankan fungsi pemerintahan. Meskipun pada penelitian terdahulu keterlibatan kerja diketahui berkontribusi terhadap kepuasan kerja, namun masih sedikit studi yang mengeksplorasi sejauh mana budaya organisasi khususnya budaya hierarki memoderasi hubungan ini. Penelitian ini dibangun berdasarkan kerangka Job Demands-Resources (JD-R) (Bakker & Demerouti, 2008), dengan menempatkan budaya hierarki sebagai sumber daya kontekstual yang diduga memengaruhi kekuatan hubungan antara keterlibatan kerja dan kepuasan kerja. Pengambilan data dilakukan menggunakan skala Job Satisfaction Survey (JSS), Utrecht Job engagement Scale - 9 (UWES-9) dan Organizational Culture Assessment Instrument yang disebarluaskan secara online dengan teknik convenience sampling pada 203 partisipan. Hipotesis penelitian ini dianalisis dan diolah dengan bantuan Model 1 Macro PROCESS dalam program SPSS for Windows versi 27.0 untuk menguji peran moderator. Hasil penelitian ini menunjukkan bahwa budaya hierarki sebagai moderator ditemukan tidak mempengaruhi hubungan keterlibatan kerja dan kepuasan kerja. Penelitian di masa depan disarankan untuk dapat mengeksplorasi variabel lain yang dapat berperan sebagai moderator dalam hubungan antara keterlibatan kerja dan kepuasan kerja.

Kata Kunci: budaya hierarki, kepuasan kerja, keterlibatan kerja, pegawai ASN

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Indonesia is projected to become the world fourth-largest economic power, supported by an internationally standardized bureaucracy, in line with the vision of Indonesia Emas 2045 (Prasojo et al., 2019). This reform is not considered a problem, but rather a necessary response to the evolving global demand. However, the primary challenge is how individuals, particularly Civil Servants (Aparatur Sipil Negara/ASN), adapt to increasingly complex and bureaucratic organizational culture resulting from the reform process. ASN are considered key drivers of governmental bureaucracy, tasked with carrying out public administration, service delivery, and development (Khobiburrohma et al., 2020). According to the Law of the Republic of Indonesia No. 5 of 2014 concerning Civil Servants, Article 1 Paragraph (1), ASN are defined as professionals, comprising both ASN and government employees with strategic roles in the implementation of governmental duties, public services, and national development.

Data from the National Civil Service Agency (Badan Kepegawaian Negara/BKN) shows a decline of 435.680 ASN employees between 2020 and 2023 (BKN, 2024). This phenomenon signals serious challenges for individuals in navigating the bureaucracy, with a lack of transparency in promotions and budget limitations cited as major contributing factors. The condition not only leads to a shrinking workforce but also potentially reduces overall job satisfaction. Aghaei and

Asadi (2020) suggest that employees perceptions of organizational structure and job culture dynamics are key contributors to satisfaction within bureaucratic environments. The Indonesian Family Life Survey (IFLS) by Kwon and Sohn (2017) further confirmed that job dissatisfaction is a common issue among employees. Among the 8.732 respondents, major dissatisfaction sources included insufficient income, demanding job characteristics, and difficulty adapting to the environment.

Job satisfaction is conceptualized as an individual general emotional reaction toward job or relationship with coworkers, reflecting attitudes and assessments of various aspects (Spector, 1997). Spector (1997) subsequently refined this concept as individual feelings about different facets of job, either as overall satisfaction or specific component-related attitudes. Job satisfaction is a complex construct shaped by physiological, psychological, and environmental factors that influence how employees feel about job. Therefore, it is largely governed by employees perceptions and expectations (Rachmawati et al., 2022). Satisfaction is related to elements such as pay, promotion, benefits, recognition, relationships with supervisors, and communication with peers and superiors. Although considered essential for performance, studies on job satisfaction remain limited (Lee et al., 2012). Previous studies have shown that misalignment in promotion, salary, or

performance reporting can negatively affect job satisfaction (Torlak & Kuzey, 2019). Investigating this concept among ASN is crucial given the strategic role in governance and public service (Dwiyanto, 2018).

Previous studies have identified several factors influencing job satisfaction, including self-efficacy, promotion opportunities, interpersonal relationships, managerial support, and job engagement (Bhatia & Williams, 2024; Chordiya et al, 2019; Husain et al, 2023). Husain et al. (2023) emphasized that job engagement is a critical psychological resource in the workplace. In this study, ASN with higher engagement view job as a meaningful part of life and show strong commitment to the organization. This reflects pride in being part of the institution and a willingness to fulfill responsibilities optimally. Therefore, studying job engagement becomes relevant for understanding the contribution to ASN job satisfaction. Guglielmi et al (2016) also found a positive correlation between job engagement and satisfaction.

Job engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). It represents a key indicator of organizational health due to the impact on performance, turnover intention, customer satisfaction, organizational success, and profitability (Harter et al, 2003). According to Schaufeli and Bakker (2004), to access new resources,

individuals must first invest in existing ones. Guglielmi et al (2016) asserted that engaged employees are better positioned to strengthen personal resources and achieve positive outcomes. Furthermore, engaged employees tend to report higher job satisfaction than disengaged peers (Radosevich et al, 2008). Saks (2006) also found that highly engaged employees are more likely to have positive attitudes, intentions, and behaviors at work. Other studies have consistently identified job engagement as a strong predictor of job satisfaction (Karatepe & Demir, 2014; Radosevich et al, 2008; Wefald & Downey, 2009).

The study framework is grounded in Job Demands-Resources (JD-R) model by Bakker and Demerouti (2008), stating that the relationship between job engagement and satisfaction is complex, and influenced by contextual factors including organizational culture and leadership style. These factors may either amplify or diminish job satisfaction, showing that the relationship is neither direct nor linear (Ashraf et al, 2014; Norina & Sary, 2025). Garg et al. (2018) also mentioned a limitation in the study for focusing solely on job satisfaction and engagement, without considering moderating variables such as organizational culture.

The JD-R model emphasizes the critical role of job resources, such as organizational support, a conducive work environment, and development opportunities in fostering

engagement and satisfaction (Bakker & Demerouti, 2008). Within a bureaucratic context, job satisfaction among ASN reflects the availability of adequate resources, one of which is organizational culture. As a shared system of values, organizational culture provides a behavioral guide for employees to achieve institutional goals (Haji & Purwanti, 2024). In the public sector, it strongly influences employee behavior and job satisfaction (Ashraf et al., 2014). Organizational culture evolves from a combination of beliefs, norms, and behavioral rules (Schein, 2010), and varies across organizations depending on values and structures (Supratman, 2018). To analyze organizational culture, the Competing Values Framework (CVF) by Cameron and Quinn (2011), which classifies culture into clan, market, adhocracy, and hierarchy, can be used.

This study focuses exclusively on hierarchical culture, in line with the Indonesian bureaucratic government system. Di Stefano et al. (2019) also equates bureaucracy with hierarchical culture, characterized by rigid rules and procedures. Limiting the study to hierarchical culture addresses inconsistencies and psychometric issues arising from applying the full CVF model. Helfrich et al. (2007) warned that using the complete CVF in certain contexts may reduce reliability. On the other hand, focusing only on hierarchical culture is expected to yield more consistent and valid results, particularly among ASN employees working within public bureaucracy.

In the ASN context, hierarchical culture emphasizes bureaucracy, stability, and control (Aridhona et al., 2016). ASN who internalize organizational values and embrace bureaucratic reform are expected to become more adaptive, responsive, professional, and integrity-driven (Kemen PANRB, 2020). However, excessive rigidity and control can demotivate employees from engaging in meaningful work (Zhou et al., 2022). Previous studies on the impact of hierarchical culture on engagement reported different results. Some studies reported positive effects such as enhanced discipline and responsibility in high-control environments (Afrifa Jr. et al., 2022), while others argued that culture limits innovation and autonomy, weakening engagement (Lee et al., 2017; Mewafarosh et al., 2020; Reis et al., 2016). Lee et al. (2017) suggested that hierarchical culture indirectly reduces engagement by undermining job meaningfulness over time. Similarly, Mewafarosh et al. (2020) found that rigid structure limits autonomy and creativity, thereby reducing engagement. Reis et al. (2016) found a moderate positive relationship between hierarchical culture and engagement but emphasized the importance of authenticity in enhancing the relationship.

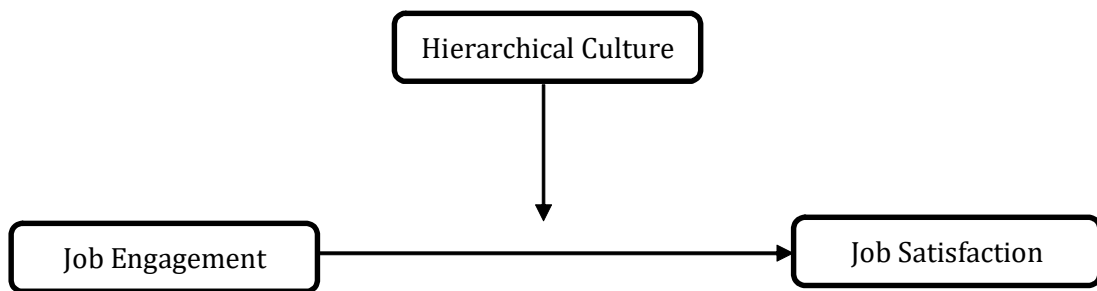
Within the JD-R framework, this study used hierarchical culture as a moderating variable influencing the strength of the relationship between job engagement and satisfaction. High hierarchical culture is

hypothesized to weaken the positive influence of engagement on satisfaction due to reduced flexibility and increased control. Conversely, a low-hierarchy culture is expected to allow for greater autonomy and meaning, strengthening the relationship. By adopting this approach, the

results will contribute to a deeper understanding of how hierarchical culture shapes the dynamics between engagement and satisfaction in the Indonesian public sector. The study model used is based on Model 1 by Hayes (2013).

Figure 1

Study Model



Method

This study examined the moderating role of hierarchical culture in the relationship between job engagement and satisfaction among ASN in Indonesia. Ethical approval was received from the Research Ethics Committee of the Faculty of Psychology, University of Indonesia, with the number: 178/FPsi.Komite Etik/PDP.04.00/2024. A quantitative method was used to obtain numerical data, which were then processed statistically. This was a correlational study that examined the relationships between variables using a cross-sectional design, as the participants were contacted only once. Three variables were assessed, namely job engagement (independent), job satisfaction (dependent), and hierarchical culture (moderating), which can

strengthen or weaken the relationship between job engagement and satisfaction. Data for these three variables were collected using self-report scales distributed online to facilitate obtaining a large number of participants. The target number was determined using G-Power analysis (Kang, 2021), showing that the study requires 89 participants to achieve 95% statistical power ($f^2 = .15$; $\alpha = .05$) with a medium effect size.

A convenience sampling technique was used, selecting participants based on availability and consistency with the study criteria. The target population consisted of ASN who had worked for a minimum of two years. This criterion was selected because Indonesia bureaucratic structure is consistent with the characteristics of hierarchical culture.

Furthermore, the ASN included were those whose salaries were funded by the national (APBN) and regional (APBD) budgets and serving in various institutions, including government departments, non-departmental agencies, secretariats of high-level institutions, court clerks, as well as vertical agencies at the provincial, district, or city levels (BPK, 2023). The study initially gathered responses from 216 participants, but after data screening to remove entries with missing values, the final sample size was 203. This step was taken to ensure higher data quality and greater accuracy of the results.

Demographic data, including gender, age, education, and tenure (Chappell et al., 2010), were used as control variables to identify how these factors might influence the study outcomes. According to Chappell et al. (2010), using tenure as a control variable can provide a clearer picture of employee experience, which in turn relates to the ability to solve organizational problems. In this study, to detect the presence of common method bias (CMB), the Harman single-factor test was used, resulting in a variance of 35%.

Table 1*Sample Demographics*

Category	<i>n</i>	%
Gender		
Woman	127	62.6
Man	76	37.4
Age		
15 – 24	3	1.5
25 – 34	70	34.6
35 – 44	63	31
45 – 54	35	17.4
55 – 64	31	15.3
65 – 74	1	.5
Education		
Senior/Vocational High School	4	2
Diploma III (D3)	19	9.4
Bachelor degree (S1)	113	55.7
Postgraduate (S2)	54	26.6
Doctoral (S3)	13	6.4
Years of service		
2 – 10 years	105	51.7
11 – 20 years	44	21.6
21 – 30 years	37	18.2
31 – 39 years	17	8.3

Note. *N* = 203.

This study used three self-report scales to collect data, comprising measures of job satisfaction, job engagement, and hierarchical culture. Job satisfaction scale used was Job Satisfaction Survey (JSS) developed by Spector (1997). This scale consists of 36 items that have been adapted into Indonesian in the study by Junaedi and Aisyah (2021), with a reliability coefficient of $\alpha = .88$. It is based on a Likert format with six response options. The lowest score is shown by 1 = Strongly Disagree (STS), and the highest score is designated as 6 = Strongly Agree (SS). Lower scores reflect lower job satisfaction, while higher scores show higher satisfaction. An example of item in the scale is the statement, "*I feel proud of what I do in my job.*" In addition, the reliability test for this scale showed a Cronbach's α of .929.

Job engagement was measured using the Utrecht Job Engagement Scale - 9 (UWES-9) developed by Schaufeli et al. (2006). This scale contains 9 items that have been adapted into Indonesian by Kristiana et al. (2019), with a reliability coefficient of $\alpha = .95$. It uses a Likert format with seven response options, where the lowest score is marked as 0 = Never (TP), and the highest score is 6 = Always (S). Lower scores show lower job engagement, while higher scores suggest higher engagement. An example of item is the statement, "*My job*

inspires me." The reliability test for this scale showed a Cronbach's α of .939.

For hierarchical culture, this study used six items from the Organizational Culture Assessment Instrument (Cameron & Quinn, 2011), with a reliability coefficient of $\alpha = .852$. This scale uses six response options ranging from 1 = Strongly Disagree to 6 = Strongly Agree. Lower scores show a lower tendency toward a hierarchical culture, while higher scores suggest a stronger tendency. The reliability test for this scale showed a Cronbach's α of .7882.

Data were analyzed using correlation analysis and hypothesis testing. Correlation analysis was performed using Pearson's correlation in SPSS for Windows version 27.0 to examine the relationships between control variables (gender, age, education, and tenure) and job satisfaction. For hypothesis testing, moderation regression analysis was conducted with PROCESS 3.0 Version (Hayes, 2018) using the Model 1 Macro PROCESS in SPSS for Windows version 27.0.

Results

This study conducted Pearson correlation tests between control variables and job satisfaction. The statistical analysis results, including mean values, standard deviations, and correlation coefficients between variables, are shown in Table 2.

Table 2*Statistical Analysis of Mean Values, Standard Deviations, and Correlations Between Variables*

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. Age	40.5	10.7	-						
2. Gender	.62	.49	-.050	-					
3. Education	2.26	.79	.347**	-.028	-				
4. Years of service	13.5	10.57	.787**	.024	.320**	-			
5. Job engagement	5.63	.95	.425**	-.131	.048	.323**	-		
6. Hierarchical culture	4.48	1.05	.249**	-.013	-.151*	.191**	.488**	-	
7. Job satisfaction	4.11	.80	.228**	.049	-.156*	.161*	.567**	.707**	-

Table 2 shows the results of the statistical analysis, indicating that job satisfaction has a highly significant positive correlation with age ($r = .228, p < .01$). This implies that as employees age, job satisfaction tends to increase. Job satisfaction had a positive but non-significant correlation with gender ($r = .049, ns$), suggesting that gender does not statistically affect job satisfaction among the ASN population. Furthermore, job satisfaction was negatively and significantly correlated with education ($r = -.156, p < .05$), showing that employees with higher educational levels tend to have lower job satisfaction. The results also showed that job satisfaction was positively and significantly correlated with tenure ($r = .161, p < .05$). This suggests that the longer an employee has worked, the greater the tendency to feel

satisfied. Job satisfaction also had a highly significant positive correlation with job engagement ($r = .567, p < .01$), suggesting that employees who are more engaged have a greater tendency to feel satisfied. Additionally, job satisfaction had a highly significant positive correlation with organizational culture ($r = .707, p < .01$), showing that a supportive organizational culture plays a critical role in enhancing job satisfaction.

A moderation analysis was conducted using PROCESS 3.0 Version by Hayes, Model 1, to examine the moderating role of hierarchical culture in the relationship between job engagement and satisfaction among ASN employees. This analysis was conducted with 10,000 bootstrap samples for validation, and the results are presented in Table 3.

Table 3*Results of Moderation Regression Analysis*

	β	SE	T	<i>p</i>	95% CI	
					LL	UL
Constant	-.0278	.6008	-.0463	.9631	-1.2125	1.1568
Job engagement	.4062	.1136	3.5761	.0004	.1822	.6302
Hierarchical Culture	.6553	.1514	4.3291	.0000	.3568	.9539
Int_1	-.0421	.0267	-1.5767	.1165	-.0949	.0106

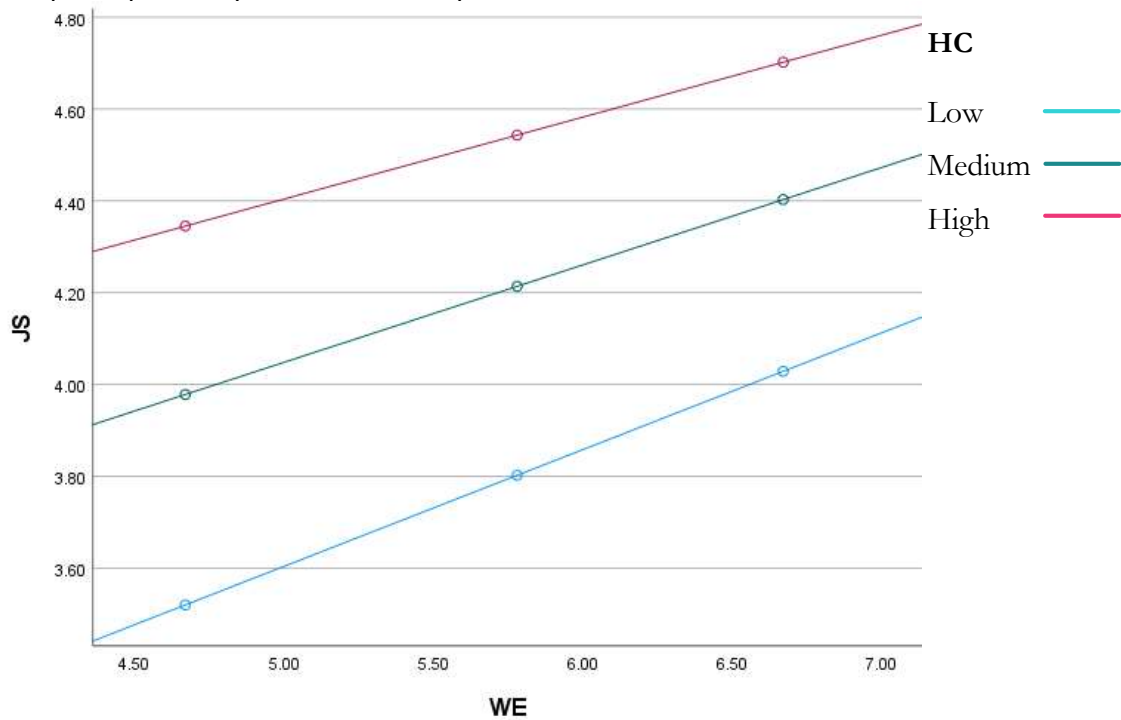
Table 3 shows the results of the moderation regression analysis, suggesting that hierarchical culture as a moderator did not significantly affect the relationship between job engagement and satisfaction ($\beta = -.0421$, $SE = .0267$, $p > .05$, 95% CI [-0.09, 0.01]). This suggests that the study hypothesis is not supported by the data. The non-significant p-value greater than .05 confirms that hierarchical culture does not serve as a

moderating variable in weakening the relationship between job engagement and satisfaction.

Figure 2 shows that the higher the level of job engagement, the greater job satisfaction, and this result appears consistent across all levels of organizational culture, including hierarchical. The figure is consistent with the regression analysis in Table 3, which also shows a non-significant interaction effect

Figure 2

Simple Slope Plot of the Interaction of Hierarchical Culture



Note. WE = Job Engagement. JS = Job Satisfaction. HC = Hierarchical Culture.

Discussion

The results show that hierarchical culture does not have a significant moderating effect on the relationship between job engagement and satisfaction among Indonesian ASN. Similarly, Yiing and Ahmad (2009) found

that hierarchical culture does not always serve as a significant moderator in the relationship between psychological variables such as organizational commitment and job satisfaction. This is further supported by Jung (2017), who discovered that the degree of

mismatch between current and ideal organizational culture (current-ideal incongruence) does not necessarily exert a strong influence on job satisfaction, particularly in the public sector, where bureaucratic structures represented by hierarchical culture create distinct dynamics compared to other sectors.

Within JD-R framework, hierarchical culture is considered a contextual resource that may influence the effectiveness of other job resources (Bakker & Demerouti, 2008). However, the non-significant moderating role found in this study suggests that hierarchical culture may not always play a central or direct role in shaping employee experiences. It may rather function more as a background factor. Afrifa Jr. et al. (2022) stated that organizational culture is not necessarily a decisive or strong moderator, and the effect depends on the perception of employees in the workplace. This result supports the idea that more immediate and tangible job resources, such as coworker support, flexible policies, and development opportunities, may have greater influence on employees motivation and well-being than abstract cultural factors.

Although the moderation analysis yielded a non-significant result, the visual representation through the simple slope plot still suggests a theoretically consistent pattern. Specifically, the relationship between job engagement and satisfaction appears weaker at higher levels of hierarchical culture than at lower levels. This implies that rigid control

structures typical of hierarchical culture may reduce employees sense of autonomy and meaningfulness at work (Lee et al., 2017), ultimately diminishing the impact of engagement on satisfaction. Even though the statistical moderation was not significant, the observed pattern offers additional insight into the underlying dynamics in public sector settings. These results also emphasize that job engagement, as an internal psychological state, may exert a stronger influence on job satisfaction than external cultural factors. Garg et al. (2018) emphasized that job engagement plays a significant role in shaping job satisfaction regardless of organizational cultural context.

Cultural characteristics of Indonesia hierarchical work environment may explain the non-significant results. The hierarchical work culture in Indonesia is still predominantly shaped by collectivist values and strong structural orientation. In practice, ASN often develop individual adaptive strategies to navigate structural pressures (Khobiburrohma et al., 2020). Therefore, Indonesian ASN employees may not perceive hierarchical culture as a differentiating factor in the engagement satisfaction relationship, because these individuals have become accustomed to such values in daily routines.

The diversity of the sample, including variations in age, gender, educational background, and tenure, may contribute to

differing perceptions of organizational culture. As stated by Aghaei and Asadi (2020), such perceptual differences could influence interaction consistency. Employees working in more flexible bureaucratic units may not experience hierarchical culture compared to those in more rigid structures. These results suggest that hierarchical culture, whether perceived as high or low, does not significantly moderate the relationship between job engagement and satisfaction. Therefore, the absence of a moderating effect may be attributed to variation in individual experiences and interpretations of organizational culture among ASN employees.

Although the sample size in this study exceeded the minimum requirement determined by G-Power analysis, the use of non-probability (convenience) sampling remains a key limitation. Given the vast population of ASN in Indonesia, the number of participants may still be insufficient for representativeness. Future studies using convenience sampling should strive for larger sample sizes to better approximate the target population. Consequently, the generalizability of these results to all Indonesian ASN should be approached with caution.

The cross-sectional study design limits the ability to observe temporal dynamics between variables. This design is also more susceptible to CMB, as all data were collected at a single point in time and from the same

source. Although Harman single-factor test did not show significant bias, the use of self-report questionnaires introduces the risk of perceptual and social desirability biases. Future studies are to employ time-lagged or longitudinal designs, as suggested by Podsakoff et al. (2003), to mitigate potential CMB and allow better inference of causal relationships over time.

Conclusions

In conclusion, the results showed a significant positive relationship between job engagement and satisfaction. In other words, the higher the employees job engagement, the greater the tendency to experience satisfaction. However, the study also found that hierarchical culture did not function as a moderator in the relationship. This shows that the presence of hierarchical culture within an organization neither strengthens nor weakens the relationship between job engagement and satisfaction.

Based on the results, hierarchical culture does not play a significant moderating role within JD-R model framework. The null result implies that not all contextual resources, such as organizational culture, exert a strong moderating effect in every context. In highly bureaucratic public sector environments, hierarchical culture may be deeply embedded that it no longer serves as a distinguishing factor in how employees perceive the connection between engagement and satisfaction.

From a practical standpoint, these results provide valuable insights for Indonesia continuous bureaucratic reform, particularly in the areas of human resource management and organizational development. Management practices for ASN should move beyond merely reinforcing formal structures and procedures. Attention should also be directed toward elements that impact employees day-to-day experiences, such as supervisory support, opportunities for self-development, and autonomy at work. By shifting the focus toward cultivating a psychologically supportive work environment, bureaucratic reform can become more effective in enhancing employees motivation and job satisfaction.

Suggestion

Future studies should use more comprehensive measurement tools that specifically address the hierarchical dimension of organizational culture. The use of more representative instruments is expected to yield more accurate insights into the role of organizational culture in shaping the psychological dynamics of employees in the public sector. Additionally, future studies may explore alternative moderating variables that could influence the relationship between job engagement and satisfaction. Factors such as perceived organizational support (POS), leadership style, or level of job autonomy may have a more salient and directly experienced

impact on employees compared to organizational culture.

In light of the current results, subsequent studies could also consider testing alternative models, such as a mediation model in which hierarchical culture is the independent variable, job engagement is the mediator, and job satisfaction is the dependent variable. This approach may provide a deeper understanding of the mechanisms by which organizational culture influences job satisfaction through job engagement as the primary psychological pathway.

To reduce the potential for CMB, a longitudinal design or time-lagged data collection can be used, as suggested by Podsakoff et al. (2003). This methodological approach could enhance internal validity and clarify the causal direction of relationships among variables. Furthermore, a multilevel approach may be useful in examining the influence of organizational culture across both individual and organizational levels simultaneously. Alternatively, qualitative exploratory methods could be used to gain deeper insights into organizational culture from the employees perspectives. Methods such as in-depth interviews or focus group discussions can uncover the contextual meaning of hierarchical culture and aid in the development of more contextually grounded measurement instruments.

Since this study was conducted solely within the context of Indonesian ASN in bureaucratic settings, the generalizability of the results remains limited. Future studies are

advised to include participants from the private sector, nonprofit organizations, or those working in non-hierarchical structures, as well as expand the geographical coverage to gain a more comprehensive picture and enhance the external validity of the results.

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