

Dual Engines of Public Welfare Effectiveness: Testing Competing Structural Models and Advancing the Requilme Multigenerational Workforce Effectiveness Model

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DOI: <https://doi.org/10.47772/IJRISS.2026.1026EDU0494>

Received: 18 July 2026; Accepted: 23 July 2026; Published: 06 August 2026

ABSTRACT

How do leadership and employee engagement jointly produce organizational effectiveness: independently, through a mediated chain, or as correlated co-equal forces? Organizational research has largely settled into the mediation orthodoxy, in which leadership drives outcomes through engagement, yet rival structural configurations are rarely tested against one another, and almost never in developing-country public welfare institutions. This study subjected three competing structural models to formal comparison using structural equation modeling with data from 350 employees of the Department of Social Welfare and Development Field Office 10 (DSWD-10), Northern Mindanao, Philippines, selected through stratified random sampling. Leadership Style (transformational, transactional, servant, and democratic) and Employee Engagement (vigor, dedication, absorption, and commitment) were modeled as latent exogenous constructs, Organizational Effectiveness (job satisfaction, workplace productivity, and service quality) as the latent outcome, and generational cohort dummies as contextual variables. Findings showed that the Independence Model, which fixes the leadership-engagement covariance at zero, was rejected on fit; the Full Mediation Model achieved acceptable but marginal fit; and the Covariance Model demonstrated the best fit across all indices, with both structural paths significant. Employee Engagement emerged as the stronger structural driver of organizational effectiveness, Leadership Style as the second, and the two constructs covaried substantially, while all generational cohort paths were non-significant. The null hypothesis of no best-fitting structural model was rejected, and the validated Covariance Model is advanced as the Requilme Multigenerational Workforce Effectiveness (RMWE) Model, a four-tier framework positioning integrative leadership and mission-driven engagement as mutually reinforcing dual engines of effectiveness, with implementation guidelines aligned to Philippine civil service systems. The findings challenge the assumption that engagement is merely a conduit for leadership effects and offer public institutions an evidence-based, generationally inclusive framework for organizational development.

Keywords: Structural Equation Modeling, Model Comparison, Leadership, Employee Engagement, Organizational Effectiveness, RMWE Model, Public Welfare, Multigenerational Workforce

INTRODUCTION

Behind every claim that leadership or engagement “drives” organizational performance lies an unstated structural assumption: a hypothesis about how the constructs are configured. Three configurations dominate the literature. The first treats leadership and engagement as independent forces, each exerting its own effect on outcomes with no relationship between them. The second, the prevailing mediation orthodoxy, casts engagement as the conduit through which leadership operates, so that leaders affect performance only insofar as they engage their people (Saks, 2019; Mazzetti et al., 2021). The third acknowledges that leadership and engagement are correlated yet co-equal forces, each contributing directly to effectiveness while reinforcing the other. These configurations carry sharply different practical implications: under independence, agencies may invest in either lever separately; under full mediation, leadership development is the upstream investment and engagement merely its by-product; under covariance, both levers demand simultaneous, coordinated cultivation. Yet studies

rarely test the three against one another with formal fit comparison, and the question remains essentially unexamined in developing-country public welfare institutions.

The evidentiary foundations for such a test are firm on both sides. Meta-analytic work confirms leadership's association with public-sector outcomes (Backhaus & Vogel, 2022) while cautioning that leadership styles overlap heavily in practice (Fischer & Sitkin, 2023), supporting their treatment as an integrative latent construct in the tradition of Bass and Avolio's Full Range Leadership Theory. Equally, the Job Demands-Resources Model and its meta-analytic validations establish engagement, spanning vigor, dedication, absorption, and, in exchange-theoretic accounts, commitment, as a robust correlate of performance and organizational outcomes (Bakker et al., 2023; Mazzetti et al., 2021; Harter et al., 2020; Cropanzano et al., 2017), with reviews underscoring its consequences for satisfaction, productivity, and service delivery (Kumar et al., 2023; Deepalakshmi et al., 2024; Irianti et al., 2024). What the literature has not settled is the architecture: whether these two validated forces operate independently, sequentially, or in tandem when modeled simultaneously against a multidimensional effectiveness construct.

A further structural question concerns generational cohort. Mannheim's Theory of Generational Cohorts implies that cohort membership should register in organizational outcomes, and generational management remains a thriving practitioner industry; scholarly reviews, however, increasingly find cohort effects overstated (Yusof et al., 2025; Reed & Thomas, 2021; Sansa et al., 2024). Embedding cohort dummies within a structural model of effectiveness allows a stringent test of whether generation belongs among the drivers of effectiveness or merely describes its context, a test with direct consequences for how multigenerational workforces should be managed.

This study conducts that three-way model comparison in the Department of Social Welfare and Development Field Office 10 (DSWD-10), the lead social protection agency of Northern Mindanao, Philippines, whose workforce is predominantly young (Millennials and Generation Z jointly comprise 86.2% of employees), highly engaged, and led by supervisors rated highly across four leadership styles. Beyond adjudicating among the competing configurations, the study advances the best-fitting model as a named, transferable framework, the Requilme Multigenerational Workforce Effectiveness (RMWE) Model, and translates it into implementation guidance aligned with Philippine civil service systems. This article reports the structural modeling component of a larger dissertation study; the descriptive workforce profile, the bivariate correlational structure, and the regression-based identification of unique predictors are presented in separate companion papers.

Statement of the Problem and Hypothesis

This study determined the structural model that best fits organizational effectiveness among employees of DSWD-10. Specifically, it sought to answer the question: What structural model best fits organizational effectiveness?

The following null hypothesis was tested at the 0.05 level of significance: H_0 : There is no structural model that best fits organizational effectiveness.

METHODOLOGY

Research Design

The study used a path analysis culminating in structural equation modeling (SEM), the appropriate technique when the objective is to examine relationships among latent constructs while accounting for measurement error and, critically, to compare the fit of competing hypothesized structures against the same empirical data. Three theoretically motivated models were specified a priori and evaluated sequentially. This analysis forms the capstone of a larger dissertation study of the DSWD-10 workforce.

Setting, Participants, and Sampling

Respondents were 350 employees of DSWD Field Office 10, drawn from a population of 2,784 personnel in the regional, satellite, and operations offices across Cagayan de Oro City and the provinces of Misamis Occidental, Misamis Oriental, Camiguin, Lanao del Norte, and Bukidnon. The sample size was computed through Slovin's

formula at a 5% margin of error, and respondents were selected by stratified random sampling proportional to office size (Taherdoost, 2016). The sample comprised Millennials (49.1%), Generation Z/Others (37.1%), Generation X (12.6%), and Baby Boomers (1.1%).

Measures and Measurement Model

Leadership Style (LEADE) was specified as a latent construct indicated by the averaged scores of transformational and transactional leadership (adapted Multifactor Leadership Questionnaire; Garzón-Lasso et al., 2024), servant leadership (Servant Leadership Scale; Grobler & Flotman, 2020), and democratic leadership (adapted from Pažur, 2020). Employee Engagement (EMPLO) was indicated by vigor, dedication, and absorption (expanded Utrecht Work Engagement Scale; Schaufeli et al., 2019) and commitment to organizational goals (adapted from Meyer and Allen's Affective Commitment Scale). Organizational Effectiveness (ORGAN) was indicated by job satisfaction (adapted Minnesota Satisfaction Questionnaire-Short Form), workplace productivity (adapted Individual Work Performance Questionnaire; Koopmans et al., 2014; van der Vaart & Linde, 2021), and service quality (adapted SERVQUAL-based public-sector instrument; Zahri et al., 2023). Generational cohort entered the models as dummy variables for Baby Boomers, Generation X, and Millennials, with Generation Z/Others as reference. Content validity was established by a four-member expert panel; pilot testing ($n = 30$) returned Cronbach's alpha coefficients of 0.807 to 0.985; and confirmatory factor analysis within the SEM procedure supported convergent validity, with standardized loadings of .892 to .958 for the leadership indicators and .768 to .879 for the engagement indicators.

Competing Structural Models

Model 1 (Independence Model) specified LEADE and EMPLO as uncorrelated exogenous constructs (covariance fixed at zero), each with a direct path to ORGAN, testing whether the two forces operate in isolation. Model 2 (Full Mediation Model) specified LEADE as predicting EMPLO, which in turn predicts ORGAN, so that leadership affects effectiveness exclusively through engagement, the configuration implied by the mediation orthodoxy. Model 3 (Covariance Model) specified direct paths from both LEADE and EMPLO to ORGAN while freely estimating their covariance, representing the study's conceptual position that leadership and engagement are co-equal, mutually reinforcing drivers. Generational cohort dummies were included in all model estimations.

Data Analysis

Each model was estimated and evaluated against established goodness-of-fit criteria: the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI), with values of .90 or greater acceptable and .95 or greater good; the Root Mean Square Error of Approximation (RMSEA), with values at or below .10 acceptable and .05 good; and the Standardized Root Mean Square Residual (SRMR), with values at or below .08 acceptable and .05 good. Structural paths were tested at the 0.05 level of significance. Data collection followed the approval of the DSWD-10 Regional Director; participation was voluntary with informed consent, confidentiality and anonymity were assured, and all procedures complied with the Data Privacy Act of 2012 (Republic Act No. 10173).

RESULTS AND DISCUSSION

Basis of the Variables Entering the Structural Models

Tables 1 to 5 establish where the variables entering the structural models come from: the measured levels of the leadership styles, engagement dimensions, and effectiveness outcomes that serve as indicators of the latent constructs, their bivariate relationships, and the regression results identifying the unique predictors; each is treated in full in the companion papers of this research program.

Table 1. Summary Table on the Level of Leadership Styles

Leadership Style Dimension	Mean	SD	Descriptive Rating
Transformational Leadership	4.31	0.793	High

Transactional Leadership	4.24	0.812	High
Servant Leadership	4.26	0.814	High
Democratic Leadership	4.29	0.760	High
Grand Mean	4.28	0.795	High

Scale: 4.51–5.00 Very High; 3.51–4.50 High; 2.51–3.50 Moderately High; 1.51–2.50 Low; 1.00–1.50 Very Low.

Table 2. Summary Table on the Level of Employee Engagement

Engagement Dimension	Mean	SD	Descriptive Rating
Vigor and Energy at Work	4.20	0.817	High
Dedication	4.62	0.669	Very High
Absorption in Tasks	4.07	0.862	High
Commitment to Organizational Goals	4.29	0.825	High
Grand Mean	4.30	0.793	High

Table 3. Summary Table on the Level of Organizational Effectiveness

Organizational Effectiveness Dimension	Mean	SD	Descriptive Rating
Job Satisfaction	4.11	0.634	High
Workplace Productivity	4.45	0.609	High
Service Quality	4.45	0.600	High

Tables 1 to 3 show the uniformly elevated measurement base of the latent constructs: the four leadership styles, all High and tightly clustered (grand mean = 4.28), indicate the Leadership Style construct; the four engagement dimensions, High overall (grand mean = 4.30) with dedication Very High (M = 4.62), indicate Employee Engagement; and job satisfaction (M = 4.11), workplace productivity (M = 4.45), and service quality (M = 4.45) indicate Organizational Effectiveness.

Table 4. Relationship Between Organizational Effectiveness Outcomes and Leadership Style and Employee Engagement Sub-variables

Variable / Sub-variable	Job Satisfaction (r)	Workplace Productivity (r)	Service Quality (r)
Leadership Styles			
Transformational	0.685	0.485	0.509
Transactional	0.719	0.508	0.518
Servant	0.725	0.503	0.514
Democratic	0.723	0.556	0.564
Employee Engagement			
Vigor	0.685	0.633	0.616
Dedication	0.643	0.701	0.726
Absorption	0.580	0.585	0.551
Commitment	0.758	0.656	0.665

All coefficients are significant at $p < .001$ (two-tailed), $n = 350$.

Table 5. Multiple Linear Regression of Factors Influencing Organizational Effectiveness (n = 350)

Predictor	B	β	t	p	Decision
Transformational Leadership	0.072	0.094	1.645	.101	Not Significant
Transactional Leadership	-0.025	-0.032	-0.467	.641	Not Significant
Servant Leadership	-0.005	-0.006	-0.079	.937	Not Significant

Democratic Leadership	0.215	0.269	3.675	< .001	Significant
Vigor	0.071	0.088	1.895	.059	Not Significant
Dedication	0.266	0.278	6.310	< .001	Significant
Absorption	0.064	0.074	1.840	.067	Not Significant
Commitment	0.232	0.285	6.083	< .001	Significant
Generation X	-0.079	-0.047	-1.612	.108	Not Significant
Millennials / Gen Y	0.010	0.009	0.325	.746	Not Significant
Baby Boomers	-0.058	-0.011	-0.416	.678	Not Significant

Overall model: $R = 0.875$; $R^2 = 0.766$; Adjusted $R^2 = 0.758$; $F(11, 338) = 100$, $p < .001$. Reference group for cohort dummies: Generation Z/Others.

Tables 4 and 5 supply the relational groundwork for the structural comparison. Every sub-variable correlates positively and significantly with every effectiveness outcome, and under simultaneous regression the model explains 76.6% of the variance in effectiveness, with democratic leadership, dedication, and commitment the only significant unique predictors and all generational cohort dummies non-significant. What observed-variable analysis cannot resolve, however, is the architecture connecting the constructs themselves, whether leadership and engagement operate independently, sequentially, or in tandem, which is precisely the question the competing structural models address.

Model Comparison

Table 6. Structural Paths of the Three Competing Models (n = 350)

Model / Path	B	C.R. (Z)	β	p
Model 1: Independence (LEADE ↔ EMPLO fixed at 0)				
ORGAN ← LEADE	0.310	11.543	—	< .001
ORGAN ← EMPLO	0.687	16.999	—	< .001
Model 2: Full Mediation (LEADE → EMPLO → ORGAN)				
EMPLO ← LEADE	0.609	13.210	—	< .001
ORGAN ← EMPLO	0.851	17.580	—	< .001
Model 3: Covariance (LEADE ↔ EMPLO freely estimated)				
ORGAN ← LEADE	0.259	7.744	0.301	< .001
ORGAN ← EMPLO	0.711	15.399	0.746	< .001
LEADE ↔ EMPLO (ϕ)	—	—	0.617	< .001

Table 7. Goodness-of-Fit Indices of the Three Competing Structural Models

Fit Index (Good / Acceptable)	Model 1	Model 2	Model 3
CFI ($\geq .95$ / $\geq .90$)	0.913	0.937	0.948
TLI ($\geq .95$ / $\geq .90$)	0.894	0.922	0.935
RMSEA ($\leq .05$ / $\leq .10$)	0.118	0.101	0.092
SRMR ($\leq .05$ / $\leq .08$)	0.216	0.061	0.042
Verdict	Rejected	Acceptable	Best Fit

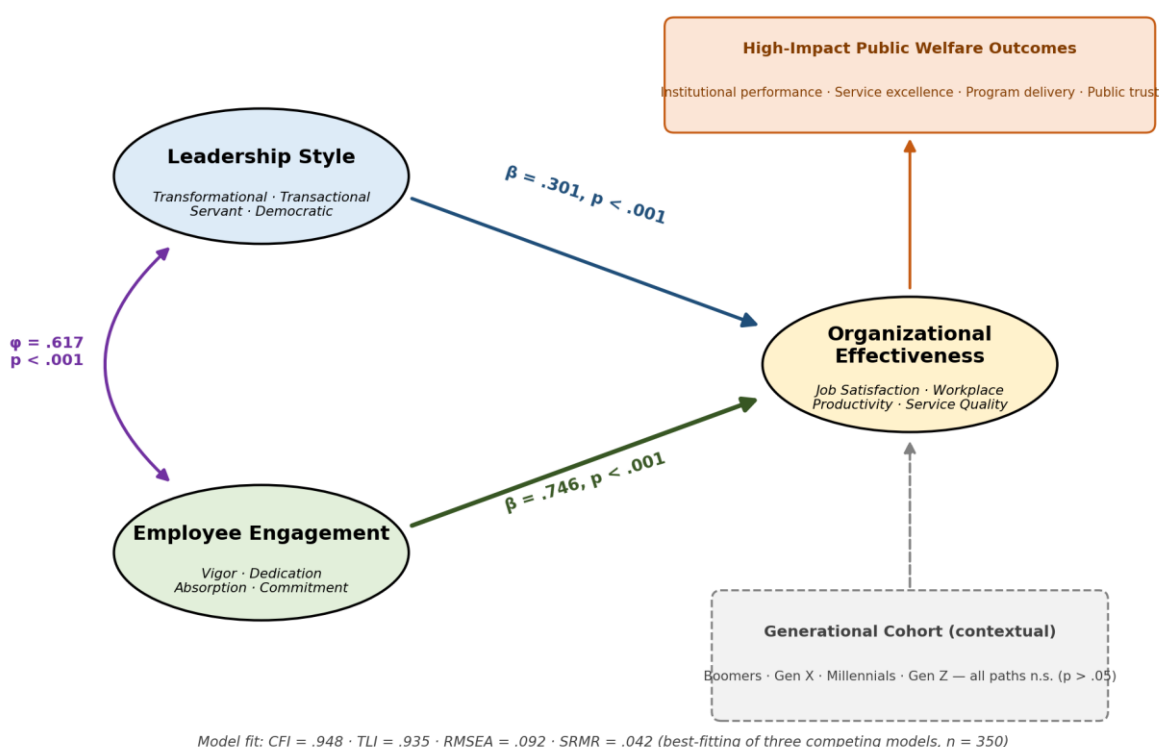
Model 1 failed on fit: the SRMR of 0.216 far exceeded the .08 ceiling, the TLI of 0.894 fell below the .90 floor, and the RMSEA of 0.118 exceeded acceptable limits, even though both structural paths were individually significant. The rejection is theoretically instructive: constraining the leadership-engagement covariance to zero

misrepresents a workforce in which the two constructs demonstrably travel together, and the misspecification surfaces as gross residual misfit. Leadership and engagement are not independent forces. Model 2 improved markedly, with CFI (0.937), TLI (0.922), and SRMR (0.061) all acceptable, but its RMSEA of 0.101 remained marginal, and its architecture forces every leadership effect through engagement by construction. Model 3 dominated on every index, with CFI = 0.948, TLI = 0.935, SRMR = 0.042, and RMSEA = 0.092, the only configuration to achieve good fit on CFI, TLI, and SRMR simultaneously while holding RMSEA within acceptable bounds. Given the demonstrated superiority of Model 3, the null hypothesis H_{03} , that no structural model best fits organizational effectiveness, is rejected.

Reading the Best-Fitting Structure

Within the validated Covariance Model, both structural paths were significant, and their relative magnitudes are the study's theoretical center of gravity. Employee Engagement exerted the dominant direct effect on Organizational Effectiveness ($\beta = .746$, C.R. = 15.399, $p < .001$), roughly two and a half times the standardized weight of Leadership Style ($\beta = .301$, C.R. = 7.744, $p < .001$), while the two constructs covaried substantially ($\phi = .617$, $p < .001$). Three implications follow. First, engagement is not merely a conduit for leadership effects: it carries its own, and indeed the stronger, direct structural relationship to effectiveness, aligned with meta-analytic evidence on engagement's consequences for performance and organizational outcomes (Mazzetti et al., 2021; Harter et al., 2020; Bakker et al., 2023) and with reviews positioning engagement as a first-order organizational asset (Kumar et al., 2023; Deepalakshmi et al., 2024). Second, leadership retains a significant direct effect over and above engagement, contradicting the full-mediation account: what supervisors do reaches effectiveness through channels beyond employee engagement, such as coordination, standard-setting, and resource stewardship, consistent with leadership's independent contribution documented in public-sector meta-analysis (Backhaus & Vogel, 2022; Irianti et al., 2024). Third, the substantial covariance confirms that the two drivers are mutually reinforcing rather than rival: engaged workforces are easier to lead well, and well-led workforces engage more deeply, a reciprocity consistent with Social Exchange Theory's account of virtuous exchange cycles (Cropanzano et al., 2017; Saks, 2019). Meanwhile, all generational cohort paths were non-significant ($p > .05$), positioning cohort as workforce context rather than a structural driver, corroborating scholarly skepticism toward generational effects on outcomes (Yusof et al., 2025; Reed & Thomas, 2021; Sansa et al., 2024).

Figure 1. The Requilme Multigenerational Workforce Effectiveness (RMWE) Model (validated Covariance Model, $n = 350$)



The RMWE Model as an Institutional Framework

The validated Covariance Model is advanced as the Requilme Multigenerational Workforce Effectiveness (RMWE) Model, which translates the structural findings into a four-tier institutional framework (Figure 1). Tier 1, the dual structural drivers, comprises integrative Leadership Style, encompassing transformational, transactional, servant, and democratic dimensions operating as a unified repertoire in the tradition of the Full Range Leadership Theory, and mission-driven Employee Engagement, within which dedication was rated uniquely Very High ($M = 4.62$) in this workforce. Because the drivers covary ($\phi = .617$), the model's first operating principle is that leadership development is also engagement development, and vice versa; neither is sufficient alone. Tier 2, the contextual layer, situates generational cohort as a descriptor of workforce composition rather than a cause of effectiveness, directing agencies toward person-centered rather than cohort-segmented management. Tier 3, the integrated workforce framework, is the institutional machinery, policies, performance management, human resource programs, and supervision practices, through which the dual drivers converge to produce the three dimensions of organizational effectiveness: job satisfaction, workplace productivity, and service quality. Tier 4 comprises the high-impact public welfare outcomes that these dimensions generate: sustained institutional performance, social service excellence, effective program delivery, and public trust.

To move the model from framework to practice, companion implementation guidelines were developed aligning each tier with existing Philippine civil service systems: democratic and servant leadership competencies embedded as observable standards within the Strategic Performance Management System (SPMS) and Civil Service Commission leadership competency frameworks; engagement-deepening programs, mission-alignment activities, job crafting, and value-based recognition inclusive of non-regular personnel, integrated into agency Learning and Development planning; and an annual monitoring cycle re-administering the validated instruments to track leadership, engagement, and effectiveness over time, consistent with PRIME-HRM maturity requirements. The guidelines give particular attention to the satisfaction gaps surfaced by the study, compensation, recognition, and career development, in a workforce where over 92% of respondents are employed under non-regular arrangements, so that the model addresses not only performance but the decoupling of performance from employee well-being.

Interpreting the Leadership–Engagement Covariance

The substantial covariance between Leadership Style and Employee Engagement ($\phi = .617$) is central to the RMWE Model, and its interpretation warrants care because a correlation of this magnitude admits more than one explanation. The reading advanced here, that the two constructs are mutually reinforcing, in which well-led workforces engage more deeply and engaged workforces are easier to lead well, is consistent with Social Exchange Theory's account of virtuous reciprocity (Cropanzano et al., 2017; Saks, 2019). At least three alternative explanations, however, cannot be excluded by cross-sectional data. First, the relationship may be predominantly unidirectional rather than reciprocal, with leadership shaping engagement more than the reverse, as the mediation tradition contends (Mazzetti et al., 2021); the superior fit of the Covariance over the Full Mediation Model weakens but does not eliminate this possibility. Second, the covariance may reflect a common antecedent not modeled here, such as a supportive organizational culture, public service motivation, or perceived organizational support, that elevates both leadership perceptions and engagement simultaneously. Third, because both constructs were measured through the same self-report instrument at one point in time, part of the shared variance may arise from common method influences rather than a substantive relationship. These alternatives do not overturn the model's dual-driver structure, which the fit comparison supports, but they qualify the causal language of 'mutual reinforcement' and mark the covariance as a relationship whose direction and sources longitudinal and multi-source research must resolve.

The RMWE Model in Relation to Existing Frameworks

The theoretical contribution of the RMWE Model is clearest when set against the frameworks it revises. The dominant configuration in the leadership–engagement–performance literature is the mediation sequence, in which leadership influences outcomes through engagement, positioning engagement as a conduit (Saks, 2019; Mazzetti et al., 2021); the present study's formal rejection of the Full Mediation Model in favor of the Covariance

Model distinguishes the RMWE Model from this orthodoxy by restoring engagement's direct, and indeed dominant, structural effect while preserving leadership's independent contribution. Relative to single-driver frameworks that foreground either leadership (as in Full Range Leadership accounts) or engagement (as in Job Demands-Resources applications) in isolation, the RMWE Model is explicitly dual-driver, treating the two as co-equal and correlated rather than privileging one. And relative to generic organizational effectiveness models that treat cohort or demographic variables as substantive predictors, the RMWE Model's placement of generational cohort in a non-significant contextual tier is a distinguishing empirical stance. Its practical advantage follows from these theoretical choices: because the drivers are modeled as mutually reinforcing rather than sequential, the framework prescribes simultaneous investment in leadership and engagement and, through its accompanying implementation guidelines, translates this prescription into civil service systems, an applied specificity that abstract effectiveness models seldom provide.

Limitations of the Study

Several limitations bound the interpretation and transferability of these findings. First, the study is based on cross-sectional data, so although the Covariance Model demonstrates excellent fit, it establishes structural association rather than causation; the direction of the leadership–engagement relationship in particular cannot be determined from these data. Second, the data were drawn from a single regional office of the Department of Social Welfare and Development, and the workforce's distinctive profile, predominantly young and largely non-regular, may condition the estimated structure, so the RMWE Model should be generalized to other agencies, sectors, and national or cultural contexts only with caution and after external validation. Third, all constructs were measured through self-reported questionnaires, raising the possibility of common method variance and social desirability effects; these risks were mitigated, though not eliminated, through the use of validated adapted instruments with strong reliability, latent-variable modeling that accounts for measurement error, assured anonymity, and aggregate-only reporting, but no statistical separation of method variance was undertaken. Fourth, the models incorporated leadership, engagement, and generational cohort, leaving other plausible determinants of effectiveness, such as organizational culture, public service motivation, perceived organizational support, and leadership trust, outside the specification. These limitations frame the directions for future research set out below.

CONCLUSIONS

Four conclusions are drawn. First, a best-fitting structural model of organizational effectiveness exists and is identifiable through formal comparison: the Covariance Model outperformed both the Independence and Full Mediation configurations on all fit indices, warranting the rejection of H_{03} . Second, organizational effectiveness in a public welfare institution is driven jointly and directly by two mutually reinforcing forces, with employee engagement the stronger structural engine ($\beta = .746$) and integrative leadership the second ($\beta = .301$), correlated at $\phi = .617$; the mediation orthodoxy that reduces engagement to a conduit for leadership understates engagement's direct contribution and truncates leadership's non-engagement channels. Third, generational cohort is structurally inert with respect to effectiveness even in an overwhelmingly young, cohort-diverse workforce, and belongs in the model as context rather than cause. Fourth, the validated structure supports a transferable institutional framework, the RMWE Model, whose four tiers connect the dual drivers, the generational context, and the institutional machinery to effectiveness dimensions and public welfare outcomes. As a cross-sectional model, the RMWE Model establishes structural association rather than causation, and the direction of the leadership-engagement reciprocity invites longitudinal examination.

RECOMMENDATIONS

DSWD-10 and comparable public welfare institutions may adopt the RMWE Model as the guiding framework for workforce and leadership strategy, budgeting for the simultaneous cultivation of both drivers rather than sequencing leadership first and expecting engagement to follow. Agencies should embed the model's leadership tier in supervisory standards, making democratic and servant behaviors observable indicators in performance management and promotion, and its engagement tier in structured programs that deepen dedication and commitment through mission-centered work design and inclusive recognition. Human resource units should operationalize the contextual tier by replacing cohort-segmented programming with person-centered

development, and should institutionalize the model's monitoring cycle, re-administering the validated instruments annually to track movement in the drivers and outcomes. Civil service policy-makers may draw on the framework in designing leadership competency and engagement-oriented reforms for multigenerational public workforces. Researchers are encouraged to validate the RMWE Model in other field offices, agencies, and sectors; to test its invariance across employment statuses and office types; and to extend it longitudinally to establish the causal direction of the leadership-engagement reciprocity at its core.

With respect to future research, several directions follow from the study's limitations. First, the RMWE Model should be validated across multiple government agencies, local government units, private organizations, and non-profit institutions, and across different national and cultural contexts, to establish the boundaries of its applicability beyond a single regional welfare office. Second, longitudinal designs are needed to examine the causal direction among leadership style, employee engagement, and organizational effectiveness, and in particular to test the reciprocal relationship implied by the covariance model, which cross-sectional data cannot adjudicate. Third, incorporating objective organizational performance indicators, such as program accomplishment rates, audit results, and client feedback records, alongside self-reported measures would strengthen the robustness of the findings and reduce reliance on perceptual data. Fourth, subsequent studies may extend the model by incorporating additional constructs, including organizational culture, public service motivation, perceived organizational support, and leadership trust, and may formally assess common method variance through multi-source or time-separated designs. Such extensions would test both the durability of the RMWE Model's dual-driver structure and the generalizability of its practical guidelines.

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