

Antecedents and Consequences of Employee Engagement Human Resources Bappeda Central Java Province

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Abstract. *The purpose of this study was to determine the Antecedents and Consequences of Behavioral Integrity, Employee Empowerment, Employee Engagement on Employee Performance. The types of data used in this study are primary data and secondary data by distributing questionnaires. The population in this study were all Public Service Government Apparatus at the Regional Development Planning Agency (Bappeda) of Central Java Province with a total of 159 civil servants. The sampling technique used was Stratified Random Sampling, obtaining primary data of 114 respondents as samples. The research method used Path Analysis using SmartPLS-SEM4.0. The results of the study showed that Behavioral Integrity had a positive and significant effect on Employee Engagement, while Behavioral Integrity does not have a significant influence on Employee Performance, Employee Empowerment has a positive and significant effect on Employee Engagement. Employee Empowerment has a positive and significant effect on Employee Performance. Employee Engagement does not have a significant influence on Employee Performance, so that Employee Engagement does not have a moderating effect on the relationship between Employee Performance and Employee Engagement.*

Keywords: *Behavioral; Employees; Engagement; Integrity; Performance.*

1. Introduction

The field of human resource management has received much attention over the past two decades. It is very potential to continue developing human resources in the future with economic knowledge and hyper-competition, therefore companies or organizations need to manage human resources as well as possible. Human resources must be able to respond to changes and competition that occur at all times both in terms of ability (skill) and attitude (attitude) (Sutrisno, 2009; Schultz, 2015).

Human resources are part of an organization that is very important for the running of the goals, vision and mission of an organization, because they have the talent, energy, and creativity that are very much needed by the company to achieve the ultimate goal of the organization. Employees who have high contributions and dedication tend to improve organizational performance, then to improve organizational performance, they must focus on productivity, quality and service (Sutrisno, 2009; Mathis & Jackson, 2001).

Employees or workers are one of the main actors in the organizational structure, because their involvement, commitment and attachment to their work and tasks make the organization remain competitive. They also need employees who can be bound to their work. Employees with strong work attachment to the organization, tasks and work environment will find it easier to manage work relationships, manage stress from work pressure and manage changes that occur (Bakker & Leiter, 2010; Erna, 2011).

Employees who have the competencies required by the organization are believed to be able to carry out all work effectively, are able to overcome problems at work and can find the right solution (alternative way out) in facing critical and difficult work situations, and can also meet the performance achievement criteria that have been set. Various studies that have been conducted show that increasing the competencies possessed by employees will have an impact on increasing overall employee performance (Poja and Suri, 2011; Yuliandi, 2014; Fitran, 2012).

The concept of performance is highly relevant to individuals and organizations, although its significance is still lacking, a consensus-accepted definition of performance and its concept remain somewhat elusive. Employee performance indicates the financial or non-financial outcomes of employees that have a direct relationship to the performance of the organization and its success. Thus, employee performance refers to the activities and tasks performed by employees effectively and efficiently (Jagannathan, 2014).

Employee performance refers to employee work performance measured based on standards or criteria set by the company. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. High performance depends on the work and the results of the examination of workload, work time and cost effectiveness. With good performance, a person will be able to produce good work performance and work productivity, so that the goals of the organization/institution can be achieved effectively and efficiently. Conversely, employees with low performance will have a negative impact, namely in the form of decreased work performance and work productivity (Mangkunegara, 2000; Choong, 2014).

Employee performance (employee performance) is the result or output of a process. One of the organizational performance an organization is indicated by the performance of human resources. To improve human resource performance, it is necessary to take various ways in order to answer the demands of change and current dynamics. According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work, namely the comparison between work results and established standards (Dessler, 2000; Luthans, 2005; Nurlaila, 2010).

Performance is essentially a reflection of the work results that have been achieved by someone so far and can describe conditions in the future and what actions must be taken to achieve the expected goals are important for every employee. Good employee performance results

in the service provided being more optimal so that employee contributions can satisfy the community.

Research on employee performance has been widely conducted. The factors that influence its performance are also diverse. Employee Engagement is theoretically influenced by many factors, both factors originating from individual employees and environmental or management factors in the company (organization). This study will examine the relationship between Behavioral Integrity, Employee Empowerment and Employee Performance as Antecedents, and Employee Engagement as Consequences.

Integrity requires an employee to be honest and transparent, brave, wise and responsible in carrying out tasks. These four elements are needed to build trust and provide a basis for reliable decision making. The ineffectiveness of the services provided by the state apparatus is caused by the low integrity values possessed by employees so that employees act inconsistently and do not comply with the values and policies of the organization and the code of ethics of the profession in carrying out their duties. To obtain integrity, an ongoing process is needed (Maxwell, 1995).

Employee empowerment is a multifaceted concept whose essence cannot be covered in a single concept. Empowerment is useful for encouraging employees to motivate themselves. Current research establishes the importance of empowered and engaged employees to improve performance (Saks, 2006; Truss et al, 2013).

Employee empowerment, in addition to influencing performance improvement, can also cause employees to have the desire to end their work duties (Judge, 2004). Muhammad Abid Saleem's (2019) research which examines the direct relationship between employee empowerment and organizational commitment shows that there is no direct relationship that applies to employee empowerment and organizational commitment.

The concept of employee engagement is starting to be widely used as a solution in the work environment related to motivation and performance. In addition, many have stated that employee engagement can predict employee work results, organizational success, and financial performance. Engagement is not an attitude it is the degree to which someone pays attention and has an attachment to the performance of their role. Engagement is done how individuals empower themselves to achieve performance in their work (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006; Saks, 2006).

Employee Engagement the oretically influenced by many factors, both factors originating from individual employees and environmental factors or management in the company (organization). Furthermore, engagement involves emotions and behaviors actively also involving cognitive aspects. Engagement can be thought of as an antecedent of work engagement in individuals where the experience of engagement in their roles should come to know their work.

Next is Joseph Jakisa Owor's (2015) study which attempted to establish the relationship between antecedents and outcomes of employee engagement in the soft drink industry in Uganda. The purpose of this study was to ascertain the relationship between antecedents of engagement and employee engagement, to determine the relationship between employee engagement and job outcomes and to establish whether after controlling for antecedents of engagement, employee engagement would predict unique variance in job outcomes. For the job satisfaction model, the hierarchical regression analysis results indicated that employees who experienced high levels of role clarity, high levels of compensation equity, and high opportunities for development, were also reported to be more likely to be satisfied with their workplace. For the organizational commitment model, the results of the hierarchical regression analysis showed that three antecedent variables showed significant relationships with organizational commitment, indicating that employees who experienced high levels of role clarity, high levels of job security, and high opportunities for development, were also reported to be more likely to be committed to their organization.

Nidhi Shridhar Natrajan Research (2018) stated that employees who are empowered and given adequate involvement during work will definitely perform at a higher level. An engaged employee has a high level of involvement, commitment, and satisfaction towards his/her job. Engaged employees have a higher level of satisfaction, which motivates and instills enthusiasm in employees. This helps the organization in lowering attrition rates, lower absenteeism and higher productivity.

The implementation of changes to the regional government system has implications for the change of Law Number 8 of 1974 to Law Number 43 of 1999 concerning the Principles of Civil Service, which was then amended in Law Number 5 of 2014 concerning the State Civil Apparatus, which is more oriented towards the professionalism of Human Resources (HR), Civil Servants (PNS) who are tasked with providing services to the community.

2. Research methods

This type of research is an Explanatory Research study, namely research to determine and analyze the influence of Behavioral Integrity, Employee Empowerment as Antecedents of Employee Engagement on Employee Performance with proof using hypothesis testing study to test the influence between variables. To obtain the desired data, a researcher must be guided by several main ideas, namely the data needed. The types of data used in this study are primary data and secondary data.

3. Results and Discussion

3.1. Overview of Research Object

The Regional Development Planning, Research and Development Agency, abbreviated as Bappeda, is a supporting element for government affairs in the Planning Sector and Research and Development Sector which are the authority of the Region which also acts as a work unit

for the Governor's apparatus as a representative of the Central Government in the Planning Sector. Bappeda is led by the Head of the Agency who is positioned under and responsible to the Governor through the Regional Secretary. The Agency has the task of assisting the Governor in carrying out government in the fields of government and socio-culture, economy, infrastructure and regional development, program preparation, monitoring and evaluation of development, research and development, and innovation and technology which are the authority of the Region and assistance tasks assigned to the Region as well as the Governor's duties as a representative of the central government in the field of regional development planning.

The Regional Development Planning Agency was formed based on the following considerations:

- 1) That in order to increase the harmony of development in the regions, it is necessary to increase the harmony between sectoral development and regional development.
- 2) That in order to ensure the rate of development, balance and continuity of development in the region, more comprehensive, focused and integrated planning is required.

Starting from the Regional Planning and Development Agency to the Regional Planning, Research and Development Agency of Central Java Province which was formed based on:

1) 1974

- a. Presidential Decree of the Republic of Indonesia Number 15 of 1974 concerning the Establishment of the Regional Development Planning Agency;
- b. Decree of the Minister of Home Affairs Number 142 of 1974 concerning the Organizational Structure and Work Procedures of the Regional Development Planning Agency;
- c. Decree of the Governor of Central Java Province Number HUK 124/1974 concerning the Establishment of the Central Java Level I Regional Development Planning Agency

2) Period 1980-1981

- a. Decree of the President of the Republic of Indonesia Number 27 of 1980 concerning the Establishment of the Regional Development Planning Agency;
- b. Decree of the Minister of Home Affairs Number 185 of 1980 concerning Guidelines for the Organization and Work Procedures of the Level I Regional Development Planning Agency and Level II Regional Development Planning Agency;
- c. Regional Regulation of the Province of Central Java Number 15 of 1981 concerning the Establishment of the Organization and Work Procedures of the Regional Development Planning Agency of the Province of Central Java.

3) Period 2001-2002

a. Regional Regulation of Central Java Province Number 8 of 2001 concerning the Establishment, Position, Function and Organizational Structure of the Regional Development Planning Agency of Central Java Province;

b. Decree of the Governor of Central Java Number 47 of 2002 concerning the Explanation of the Main Duties and Functions and Work Procedures of the Regional Development Planning Agency of Central Java Province

4) Year 2006

Regulation of the Governor of Central Java Number 27 of 2006 concerning the Distribution of Main Duties and Functions and Work Procedures of the Regional Development Planning Agency of Central Java Province

5) Year 2008

a. Regional Regulation Number 7 of 2008 concerning the Organization and Work Procedures of the Regional Development Planning Agency, Inspectorate and Technical Institution of Central Java Region

b. Governor Regulation Number 81 of 2008 concerning the Explanation of the Main Duties, Functions and Work Procedures of the Regional Development Planning Agency of Central Java Province;

c. Regulation of the Governor of Central Java Number 53 of 2008 concerning the Organization and Work Procedures of the Statistics, Control and Evaluation Unit as a Technical Implementation Unit at the Regional Development Planning Agency of Central Java Province.

6) Year 2016

a. Regulation of the Governor of Central Java Number 80 of 2016 concerning the Organization and Work Procedures of the Development Planning, Research and Regional Development Agency of Central Java Province;

b. Regulation of the Governor of Central Java Number 100 of 2016 concerning the Organization and Work Procedures of the Technical Implementation Unit of the Development Planning, Research and Regional Development Agency of Central Java Province.

7) Year 2018

Regulation of the Governor of Central Java Number 39 of 2018 concerning Amendments to Regulation of the Governor of Central Java Number 80 of 2016 concerning the Organization and Work Procedures of the Development Planning, Research and Regional Development Agency of Central Java Province;

8) Year 2019

Regulation of the Governor of Central Java Number 1 of 2019 concerning the Organization and Work Procedures of the Development Planning, Research and Regional Development Agency of Central Java Province.

Some of BAPEDA's work functions are:

- 1) preparation of technical policies in the fields of planning, research and development;
- 2) implementation of technical support tasks in the fields of planning, research and development;
- 3) monitoring, evaluation and reporting on the implementation of technical support tasks in the field of planning and research and development;
- 4) implementation of the Governor's duties as a representative of the central government in the field of regional development planning.
- 5) technical guidance for the implementation of supporting functions for Regional Government Affairs in the field of development planning, research and development; and
- 6) implementation of other functions assigned by the Governor, in accordance with his duties and functions.

Bappeda of Central Java Province has the task of assisting the Governor in carrying out governance in the fields of government and socio-culture, economy, infrastructure and regional development, program preparation, monitoring and evaluation of development, research and development, and innovation and technology which are the authority of the Region and assistance tasks assigned to the Region as well as the Governor's duties as a representative of the central government in the field of regional development planning.

In carrying out its duties, Bappeda carries out the following functions:

- 1) preparation of technical policies in the fields of planning, research and development;
- 2) implementation of technical support tasks in the fields of planning, research and development;
- 3) monitoring, evaluation and reporting on the implementation of technical support tasks in the field of planning and research and development;
- 4) Implementation of the Governor's duties as a representative of the central government in the field of regional development planning.
- 5) technical guidance for the implementation of supporting functions for Regional Government Affairs in the field of development planning, research and development;

6) implementation of other functions assigned by the Governor, in accordance with his duties and functions.

The Development Planning, Research, and Regional Development Agency of Central Java Province is located at Jl. Pemuda No.127-133, Semarang City, Central Java 50132.

3.2. Respondent Characteristics Analysis

In this study, the sample taken was the Public Service Government Apparatus at the Regional Development Planning Agency (Bappeda) of Central Java Province. The number of samples used in this study was 114 respondents.

In this section, the respondent profile will be described, including gender, age, education level, class/space and echelon.

The results of the analysis of respondent characteristics based on gender can be shown in the following table.

Respondent Gender Statistics Table

Gender	Amount	Percentage (%)
Man	65	57.02
Woman	49	42.98
Amount	114	100

Source: Processed Data 2023

Based on the table, it can be seen that respondents are divided into two categories, namely men and women. From the data of 114 respondents obtained, the composition of respondents based on gender, namely 65 respondents or 57.02% are male and the remaining 49 people or 42.98% are female.

The results of the analysis of respondent characteristics based on age can be shown in the following table.

Respondent Age Statistics Table

Age	Amount	Percentage (%)
21 - 25 years	0	0
26 - 30 years	8	7.02
31 - 35 years old	20	17.54
36 - 40 years	16	14.04
41 - 45 years	9	7.89
46 - 50 years	16	14.04
51 - 55 years	11	9.65
56 - 60 years	21	18.42
>60 years	13	11.40
Amount	114	100

Source: Processed Data 2023

Based on the table, it can be seen that the average age of respondents is between 31-60 years with the youngest age being 28 years and the oldest age being 68 years. These descriptive statistics show that most respondents are relatively mature.

The results of the analysis of respondent characteristics based on education level can be shown in the following table.

Respondents' Education Level Statistics Table

Level of education	Amount	Percentage (%)
Graduated from high school/vocational school	14	12.28
D3/D4	7	6.14
S1	59	51.75
S2	33	28.95
S3	1	0.88
Amount	114	100

Source: Processed Data 2023

Based on the table, it can be seen that the average level of education of respondents is high school graduate and college graduate. Respondents with the highest level of education S3 as many as 1 person (0.88%), S2 education level as many as 33 people (28.95%), S1 education level as many as 59 people (51.75%), Diploma D3/D4 education level as many as 7 people (6.14%), high school education level as many as 14 people (12.28%).

The results of the research conducted to obtain data, namely the independent variables consisting of Behavioral Integrity, Employee Empowerment, Employee Engagement, the dependent variable is Employee Performance.

Behavioral Integrity is the employee's perception of whether the actions and behavior of the superior are in accordance with his/her words regarding values, priorities, expectations, and management style (Simons, 2002)

The indicators of the Behavioral Integrity variable are: a). Honest and Transparent b). Courageous in carrying out tasks c). Wise in carrying out tasks d). Responsible

Employee Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities. The indicators of the Employee Performance variable are: a). Work Quality b). Work Quantity c). Timeliness d). Effectiveness e). Work Commitment

Employee Performance Variable Description Table

Indicator		Item Weight				Mean	Index Value
<i>Employee Performance</i>		1	2	3	4		
PER-1	F	0	0	43	71	3.377	Tall
	%	0	0	37.72	62.28		
PER-2	F	0	0	21	93	3.184	Tall

	%	0	0	18.42	81.58		
PER-3	F	0	0	42	72	3.368	Tall
	%	0	0	36.84	63.16		
PER-4	F	0	0	43	71	3.377	Tall
	%	0	0	37.72	62.28		
Average Value of Variable Index						3.33	Tall

Source: Data processed in 2023

Category interval criteria:

0.00 - 1.33 low category

1.34 - 2.67 moderate category

2.68 - 4.00 high category

3.3. Statistical Analysis of Data

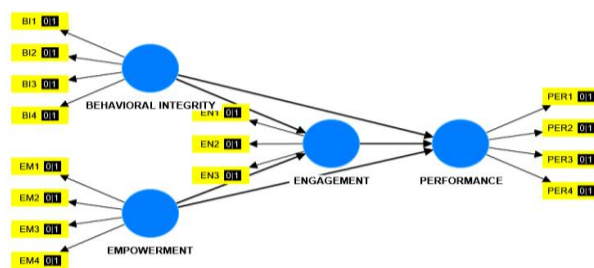
The analysis conducted is an evaluation of the outer model measurement results model and an evaluation of the structural model (inner model). Measuring the Partial Least Square (PLS) outer model to determine the validity and reliability of the indicators that measure latent variables. The validity test criteria in a study refer to the magnitude of the outer loading of each indicator on its latent variable. The researcher used Smart PLS 4.0 to process the data on the results of this study where the data collected had been screened, so that there were no questionnaire results that had missing values outside the specified measurement scale. This section will present various interpretations of the data that have been previously processed in the form of analysis of each variable, namely the analysis of the variables Behavioral Integrity (X1), Employee Empowerment (X2), Employee Engagement (Y1) and Employee Performance (Y2).

The statistical method used to test the hypothesis in this study is Partial Least Square (PLS). PLS is an alternative analysis method with Structural Equation Modeling (SEM) based on variance. The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples.

In Structural Equation Modeling there are two types of models formed, namely measurement models (outer models) and structural models (inner models). Measurement model explains the proportion of the variance of each manifest variable (indicator) that can be explained in latent variables. Through the measurement model it will be known which indicators are dominant in the formation of latent variables. After the measurement model of each variable latent is described, then the structural model is described which will examine the influence each latent variable is exogenous (*exogenous latent variable*) against latent variables endogen (*endogenous latent variable*). In this study, there are 15 manifest variables and 4 latent variables, namely *Behavioral Integrity*(X1) which is measured by 4 manifest variables, *Employee Empowerment*(X2) which is measured by 4 manifest variables, *Employee Engagement*(Y1) which

measured by 3 manifest variables, and *Employee Performance*(Y2) which is measured by 4 variables manifest. The tool used is the Smart PLS Version 4 program, which was designed specifically for estimating structural equations on a basis *variance*. Structural model in this study is shown in the following figure:

Structural Diagram Model Image



With latent constructs towards indicators that indicate that the study uses reflective indicators that are relatively appropriate for measuring perception. The relationship to be studied (hypothesis) is symbolized by arrows between constructs.

The Cross Loading test itself is a test of the Outer Loading value owned by a variable construct must have a greater value against its own variable compared to other variables. The following are the results of the Cross Loading research:

Table Cross Loading Processing Value

	BEHAVIORAL INTEGRITY	EMPOWERMENT	ENGAGEMENT	PERFORMANCE
BI1	0.949	0.838	0.614	0.642
BI2	0.949	0.838	0.614	0.642
BI3	0.590	0.415	0.418	0.358
BI4	0.774	0.796	0.524	0.892
EM1	0.135	0.153	0.282	0.099
EM2	0.907	0.851	0.637	0.660
EM3	0.732	0.809	0.548	0.910
EM4	0.654	0.845	0.914	0.725
EN1	0.654	0.821	0.983	0.807
EN2	0.114	0.031	-0.164	-0.143
EN3	0.663	0.875	0.983	0.792
PER1	0.724	0.755	0.546	0.926
PER2	0.114	0.031	-0.164	-0.143
PER3	0.663	0.875	0.983	0.792
PER4	0.724	0.755	0.546	0.926

The table above shows that the Outer Loading value of each indicator against its variable is higher than its relationship with other variable constructs. The results of the Fornell-Larker Criterion and Cross Loading calculations above show that the validity of the research referred to from Discriminant Validity shows its validity. The results of the previous calculations

showed that the study had shown its validity through the Convergent Validity and Discriminant Validity tests.

3.4. Research Hypothesis Testing

Hypothesis testing is a stage to test the truth of temporary statements regarding the phenomena to be studied in the field. Hypothesis testing is carried out by statistical analysis through the data collected to draw conclusions whether to accept or reject the temporary statement. The results of the analysis are the real conditions of the objects studied and it will be known whether there is a gap or not between the variables used as benchmarks and real conditions in the field.

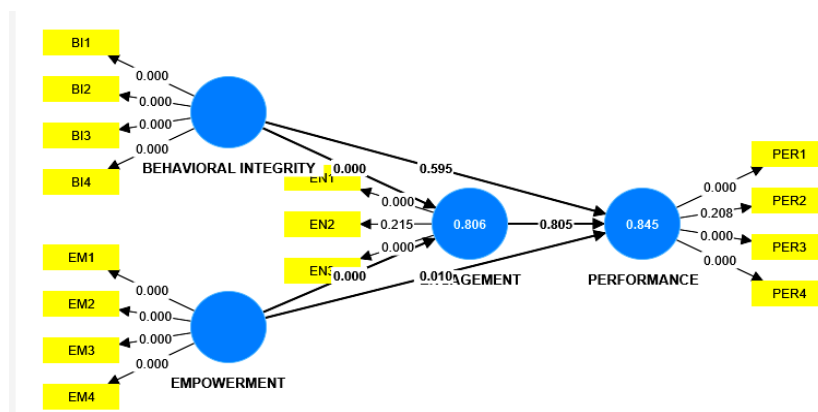
To see whether a hypothesis can be accepted or rejected, among others, by considering the significance value between constructs, t-statistics, and p-values. The testing of this research hypothesis was carried out with the help of Smart PLS (Partial Least Square) 4.0 software. These values can be seen from the bootstrapping results.

Hypothesis testing is done by comparing the t-statistic or t-count that has been determined. The t-count produced in the bootstrapping test must be greater than the one-tail t-table, which is 1.65 for a standard error of 5% or a p value below 0.05 (Hair et al. 2017: 320).

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 .

Rules of thumb used in this study is t-statistic > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient. The value of testing the hypothesis of this study can be shown in the results of this research model can be described as shown in the Figure.

Image of the Inner Structural Diagram of the PLS-SEM Bootstrapping Model



Research on the Antecedents and Consequences of Behavioral Integrity, Employee Empowerment, Employee Engagement on Employee Performance at the Regional Development Planning Agency (BAPPEDA) of Central Java Province, in addition to confirming existing theories, also aims to develop theories.

1) *Behavioral Integrity* (Behavioral Integrity) has a positive and significant effect on Employee Engagement

The results of the first hypothesis test prove that *Behavioral Integrity* has a positive and significant effect on Employee Engagement, so the first hypothesis is accepted. Based on the calculation results using the SmartPLS 4.0 program, the T-statistic value obtained is $3.603 > 1.96$ and p value $0.000 < 0.05$ with an R-square value of 0.806. It can be concluded that Behavioral Integrity has a significant effect on Employee Engagement. This result was caused by the majority of respondents in working prioritize honest and transparent attitudes, Always take the initiative in carrying out tasks, try to be wise in carrying out tasks, and always try to be responsible in carrying out tasks.

This supports the research of Muhammad Abid Saleem (2019) on transformational leadership and Employee Empowerment positively influencing Employee Performance and organizational commitment through the mediation effect of Behavioral Integrity (BI). The role of BI in improving employee performance and organizational commitment. BI positively mediates the relationship between transformational leadership behavior, Employee Empowerment, organizational commitment and performance. Employee Empowerment as an antecedent to increasing commitment and Employee Performance.

2) *Behavioral Integrity* (Behavioral Integrity) has a positive and significant effect on Employee Performance

The results of the second hypothesis test prove that *Behavioral Integrity* does not have a significant influence on *Employee Performance*, so the second hypothesis is rejected. Base on the calculation results using the SmartPLS 4.0 program, the T-statistic value obtained is $0.532 < 1.96$ and p value $0.595 > 0.05$ with an R-square value of 0.806. It can be concluded that Behavioral Integrity does not have a significant effect on Employee Performance. This result was caused by the majority of respondents in working prioritize honest and transparent attitudes, always take the initiative in carrying out tasks, try to be wise in carrying out tasks, and try to always be responsible in carrying out tasks, not followed by wanting to always provide services, always prioritizing quality, always working on time with enthusiasm to achieve targets, punctuality and effectiveness, working according to the working hours that have been set, most of the respondents' time at work is not used to work effectively and efficiently.

Behavioral Integrity (Behavioral Integrity) will has no significant influence on HR performance when employees/staff do not apply moral principles and values in work.

3) *Employee Empowerment* (Employee Empowerment) has a positive and significant effect on Employee Engagement

The results of testing the third hypothesis prove that *Employee Empowerment* has a positive and significant effect on Employee Engagement, so the third hypothesis is accepted. Based on the calculation results using the SmartPLS 4.0 program, the T-statistic value obtained is $9.011 > 1.96$ and p value $0.000 < 0.05$ with an R-square value of 0.806. It can be concluded that Employee Empowerment has a significant influence on *Employee Engagement*. The results were due to the organization where the respondent works always provides work goal values according to individual idealism or standards, the respondent's leader always gives employees/staff confidence in carrying out activities using the skills they have, the respondent's leader always gives rise to a feeling that the work being done is a state task.

This supports Judge's research in Yusti Pujisari (2001) which states that empowerment, in addition to influencing performance improvement, can also cause employees to have the desire to end their duties or leave the organization. Individuals who are satisfied with their work tend to stay in the organization, while individuals who are less satisfied with their work will choose to leave the organization.

4) *Employee Empowerment* (Employee Empowerment) has a positive and significant effect on Employee Performance

The results of the fourth hypothesis test prove that *Employee Empowerment* has a positive and significant effect on Employee Performance, so the fourth hypothesis is accepted. Based on the calculation results using the SmartPLS 4.0 program, the T-statistic value obtained is $2.580 > 1.96$ and p value $0.010 < 0.05$ with an R-square value of 0.845. It can be concluded that Employee Empowerment has a significant influence on *Employee Performance*. The results were due to Respondents in their work always want to provide services that always prioritize quality, always work on time with enthusiasm to achieve targets, work according to the working hours that have been set, most of the respondents' time at work is used to work effectively and efficiently.

Employee empowerment becomes an important factor for organizations that are competing globally in high-tech companies. Empowerment occurs when an employee tends to share information, increase his intellectual ability to gain power in the company.

Employee empowerment involves the sharing of power between upper management and lower levels. Empowerment is an effective strategy that organizations use to improve the capabilities and responsibilities of their employees, because if employees are empowered they will be more efficient in carrying out their duties (Saifullah, Alam, Zafar & Humayon, 2015).

This supports the research of Sinta Fitriana Dewi (2018) who concluded that the employee empowerment variable has a positive and significant effect on the employee performance

variable. Job satisfaction felt by employees will be high if employees are empowered by the company, employees get their own authority and responsibility to determine a decision after employees get the authority and responsibility to make their own decisions without having to get instructions from superiors so that it affects employee performance which is getting higher.

5) *Employee Engagement* (Employee Engagement) has a positive and significant effect on Employee Performance

The results of the fifth hypothesis test prove that Employee Engagement does not have a significant effect on Employee Performance, so the fifth hypothesis is rejected. Based on the calculation results using the Smart PLS 4.0 program, the T-statistic value obtained is $0.247 < 1.96$ and $p \text{ value } 0.805 > 0.05$ with an R-square value of 0.806. It can be concluded that Behavioral Integrity does not have a significant effect on Employee Performance. The interpretation of this finding is that Employee Engagement does not have a moderating effect on the relationship between Employee Performance and Employee Performance. These results are caused by the organization where the respondents work which always provides work goal values according to individual idealism or standards, the respondent's leader always gives employees/staff confidence in carrying out activities using the skills they have, the respondent's leader always gives rise to a feeling that the work done is a State duty, not followed by providing services always prioritizing quality, always working on time with enthusiasm to achieve targets, working according to the working hours that have been set, most of the respondents' time at work is used to work effectively and efficiently.

With the influence of employee engagement on employee performance, companies can improve their employees' performance through efforts to improve employee engagement. Robinson et al. (2004) stated that employees who have a strong bond with the company will improve their performance in their work for the benefit of the company.

If employees have a commitment to their work, it will make it easier for the company to realize its corporate vision. In this study, it will be seen how employee engagement influences employee performance in the research subjects.

This does not support Saks' (2006) research which states that engagement has been proven to have a positive effect on organizational commitment and is negatively related to the desire to leave. Engagement has a positive relationship with organizational commitment and has a negative relationship with intention to quit and is also believed to be related to performance and extra-role behavior, which is often also referred to as organizational citizenship behavior or Organization Citizenship Behavior (OCB).

4. Conclusion

Based on the results of the analysis and testing of the research hypothesis entitled "Antecedents and Consequences of Employee Engagement of Human Resources of BAPPEDA Central

Java Province." it can be concluded: 1. Behavioral Integrity has a positive and significant effect on Employee Engagement. Based on the results of calculations using the Smart PLS 4.0 program, the results of the T-statistic value produced are $0.603 > 1.96$ and p value $0.000 < 0.05$ with an R-square value of 0.806. The interpretation of this finding is that the higher the Behavioral Integrity will be followed by Employee Engagement. 2. Behavioral Integrity does not have a significant influence on *Employee Performance*. Based on the calculation results using the SmartPLS 4.0 program, the T-statistic value obtained is $0.532 < 1.96$ and p value $0.595 > 0.05$ with an R-square value of 0.806. The interpretation of this finding is that the higher the Behavioral Integrity, the Employee Performance will not be followed. 3. Employee Empowerment has a positive and significant effect on Employee Engagement. Based on the calculation results using the SmartPLS 4.0 program, the T-statistic value obtained is $9.011 > 1.96$ and p value $0.000 < 0.05$ with an R-square value of 0.806. The interpretation of this finding is that the higher the Employee Empowerment, the Employee Engagement will be followed.

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