

Research Article

Employee Engagement and Performance: Empirical Findings from the Indonesian Civil Apparatus for Sustainable Development

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Abstract.

This research was conducted to further test how the effect of Additional Employee Income (TPP) and motivation on employee performance and engagement in the State Civil Apparatus (ASN) in Ponorogo Regency. The sample drew from the State Civil Apparatuses who already had structural and functional ranks in Ponorogo Regency, with a total of as 99 ASN taken from all UPDs in Ponorogo Regency. The questionnaire data was processed using the SmartPLS version 3.0 application. The test findings demonstrated that TPP significantly and favorably affects worker performance. Employee engagement is positively impacted by motivation, as seen by the positive value of the direct relationship between motivation and engagement. The direct effect of TPP on employee engagement indicates that it has a positive and notable influence on employee engagement. Conversely, there is a significant and positive correlation between employee engagement and performance. Therefore, it is clear from this research that workers are directly motivated by employee engagement, and that the increase in ASN performance is directly influenced by the provision of TPP.

Keywords: additional employee income (TPP), motivation, performance, employee engagement

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1. Introduction

Bureaucratic restructuring is a type of governmental initiative to implement essential reforms and alterations to attain effective governance of the administrative system, particularly in relation to institutional elements, administration, and personnel of the bureaucracy. In this regard, the government has passed a regulation on the grand design of Indonesian bureaucratic reform 2010-2025 to become the basis for implementing bureaucratic reform in Indonesia. The grand design of bureaucratic reform aims to realize a clean from corruption, collusion, and nepotism, the accountable bureaucracy that performs excellent public services.



Law no. 5/2014 on state civil apparatus is a tangible manifestation of the Indonesian government's bureaucratic reform efforts. In Naruru et al. [1] states that the bureaucratic transformation was carried out from rule-based bureaucracy (personnel-based administration) in 2013 to performance-based bureaucracy (Human resource management) in 2018 and will form dynamic governance (development of human capital potential) in 2025. Through the Ministry of administrative reform, the government has issued a policy of bureaucratic reform in the human resources sector, one of which is structuring the system of granting performance allowances or, in other words, additional employee income (TPP).

In line with bureaucratic reform, the State Civil Apparatus (ASN) management has also changed from personnel administration to developing Human Capital. Preparing the State Civil Apparatus (ASN) as human capital that drives development is carried out by establishing better performance management. Performance management is the government's strategy for creating highly competent employees and achieving performance in an effective and efficient bureaucracy. High motivation will give more encouragement and energy to achieve the goals and tasks. Strong motivation helps individuals to have clear and specific goals. When people have clear goals, they are more likely to focus on relevant and targeted efforts, increasing performance in achieving them. This attitude is often associated with a positive attitude towards the job or task. Individuals with a positive attitude tend to perceive better opportunities and challenges, which can improve their performance.

Employee engagement is the attitude of employees who act beyond what the organization expects. They act with care, dedication, passion, accountability, and focus. The ability and quality of employees are related to internal individual factors that are reflected in the attitude and behavior of an employee in carrying out his role. Because it is related to the attitude and behavior of employees, the concept of employee engagement has become a concern in human resource management practices in the last decade.

Every organization needs to pay attention to employee engagement variables in improving employee performance. Employee engagement provides many benefits that will be a separate force in achieving organizational goals. This statement becomes more robust, with several proving that employee engagement positively affects employee performance [2,3]. The performance, level of excellence and amount of work that an employee accomplishes when fulfilling their assigned duties [4]. It is the goal of every organization to have their employees deliver exceptional performance. In connection with the above, several previous studies conducted by Nanuru et al. [1] and Hasbulloh

et al. [5] showed that Additional employee income (TPP) has a significant effect on employee performance. On the other hand, comparable research by Elviana and Febriana [6] produced contrasting findings, indicating that the impact of total paid salary (TPP) on employee performance is negligible. Furthermore, research indicates that employee performance is not much impacted by motivation [6,7]. Meanwhile, different results were presented which state that motivation has a positive and significant effect on performance [8].

This study was carried out to further investigate the impact of Additional Employee Income (TPP) and motivation on performance through employee engagement in the State Civil Apparatus (ASN) in Ponorogo Regency, based on the discrepancies or discrepancies in the findings of previous studies. The difference from all previous studies found to be relevant is that no one has examined the relationship between performance, TPP, motivation and employee engagement either partially or simultaneously. Based on some of the studies above, the researcher considers the themes that the researchers raise in this study are still relevant for research because even though this research and previous studies have some similarities, there are still many differences, both procedural differences and conceptual differences, so it can be said that this research it's still new.

Increasing the performance of ASN is clearly very necessary to carry out sustainable development, which is one of the benchmarks for the success of development both nationally and globally. With good ASN performance, the government will run well, thus the position of the Indonesian government will receive international attention.

2. Literature Review

This section explains and lays out the grand theory and theoretical basis and provides a literature review of the variables used in this study. Additional employee income (TPP), motivation, employee engagement and employee performance are defined and given an explanation based on expert theories and several previous research journals related and relevant to the title of this study.

The leading theory (grand theory) used as the basis for this research is balance theory. According to Sinambela performance implements the balance theory. According to him, a person will show optimal performance if he gets benefits (benefits) and there is inducement (inducement) in his work fairly reasonable (reasonable) [9,10].

Employee Performance [11] defines performance as a depiction of the degree of success in carrying out an activity program or policy in achieving the aims, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. In line with this opinion, in an organization or company, performance indicators play a vital role because they affect the achievement of the organization's or company's goals. In more depth, Hair et al. [12] gives his explanation of good performance. A person's exceptional performance is not just shaped by them, but also by a number of external elements, including infrastructure, supporting facilities, and personnel caliber and aptitude. Employee quality and ability, together with their physical state, degree of education or training, mental attitude, work ethic, and drive, are inherent variables that support success. Supporting amenities like pay, social security, and job stability are related to the welfare of employees. Moreover, quantity, quality, time, and cost are the metrics of state civil apparatus performance, according to government regulation number 30 of 2019.

2.1. Additional employee income (TPP)

In the law no.5 of 2015 concerning the state civil apparatus, it is stated that the performance bonus, or extra employee earnings, is given based on performance accomplishment. The allocation of performance bonus or additional employee earnings should be in line with enhancing employee performance. As a result, all employees are required to enhance honesty, punctuality, work accomplishment, teamwork, and enhance dedication and motivation. Specifically, the provision of extra employee earnings for government employees in the Ponorogo regency is mentioned in the Ponorogo regent regulation number 123 of 2019 regarding supplementary earnings for government employees in the Ponorogo regency. The regent regulation explains that additional civil servant income, from now on abbreviated as employee income supplements, is income given to civil servants in order to increase work activity, motivation, discipline, and welfare in accordance with regional financial capacity.

This is in accordance with opinion [13], which asserts that the concept of remuneration is just and suitable based on the accomplishments and obligations of the staff member. The existing laws or government regulations explain that the provision of Additional employee income (TPP) is calculated in accordance with the performance achievements that have been made, the discipline and the rank of the employee concerned. So that according to the law or pp, the indicators of employee income supplements granting

are (1) the level of achievement of the quality and quantity of work and timeliness, (2) the level of attendance according to working days and hours (attendance) and (3) adherence to the code of ethics and employee discipline.

2.2. Motivation

To fulfil their needs, humans often need a strong urge both from within themselves and outside themselves to do something. This encouragement is commonly called motivation. The same happens at work; employees need great encouragement to work hard and enthusiastically achieve optimal results. Hasibuah [14] states that motivation is the motivating factor that generates an individual's inclination to collaborate, perform efficiently and be harmonized with all endeavors to attain contentment.

There are two main factors underlying motivation at work. These are intrinsic factors and extrinsic factors. Intrinsic factors reside within oneself, such as agitation, adversity, and passion. At the same time, external factors arise from outside parties, such as work environment factors, facilities, and infrastructure. Several indicators affect a person's motivation. In this study, the motivation indicators used are in accordance with McClelland's achievement motivation theory quoted. There are three factors or dimensions of motivation: motives, expectations, and incentives.

As expressed by Abdullah [15] that mc. Cleland elucidates that factors that can inspire someone to engage in labor encompass: the desire for success, the desire for authority and the desire for camaraderie. The desire for success entails a yearning for accomplishment, activity, and benchmarks. The desire for authority is the craving to compel others to act in a manner that would not occur in his absence. Conversely, the desire for camaraderie is the longing for amicable and intimate interpersonal connections.

2.3. Employee engagement

The concept of employee engagement was first popularized by Gallup Consultants in 2004 and continues to be adopted in principle today. Employee engagement is a development of two previous concepts: commitment and Organization Citizenship Behavior (OCB or Employee Organizational Behavior). Experts regarding employee engagement put forward many definitions. Engagement as an individual's perception and intention, personal drive, flexibility, exertion, and dedication towards accomplishing organizational objectives [16]. Furthermore defines employee engagement as a

favorable outlook towards the organization and its principles [17,18]. Employees that are already emotionally invested in the company demonstrate care, dedication, enthusiasm, accountability, and attention [19]. Employee engagement is defined as employees' emotional feelings toward the organization and their efforts to guarantee the organization is successful. Looking at several definitions, employee engagement is an attempt by a company or organization to understand the relationship between the organization and its employees, both qualitatively and quantitatively. Employee engagement is essential to organizational success because it relates to employees/employees. Therefore, employee engagement is often a bonding tool between employees and the company/organization.

An employee's engagement is stated as a positive and rewarding mental state related with work, marked by enthusiasm, commitment, and immersion [20]. Vitality alludes to great energy and toughness, a readiness to commit exertion, not becoming weary rapidly, and perseverance in difficulty. Devotion alludes to a representative's mentality that prompts a profound importance of work, feeling excited and glad, and feeling roused and tested by his work. Absorption refers to employees who have a deep feeling of happiness in their work and find it difficult to leave it so that employees feel that time passes so quickly around them.

3. Conceptual Framework and Hypothesis Development

3.1. Conceptual framework

This research aims to investigate the impact of Additional employee income (TPP) and motivation on employee performance with employee engagement as an mediating factor. The framework of this research can be described as follows:

3.2. Hypothesis development

A hypothesis is a temporary conjecture that has not been proven and is used to explain a fact. The hypothesis development of this research is explained as follows:

Relationship between TPP and employee performance

The purpose of issuing the TPP was explained by the Ponorogo Regency Government as contained in Article 2 Paragraph 2 of Ponorogo Regency Regional Regulation Number 123 of 2019 concerning Additional Income for Ponorogo State Apparatuses, namely:

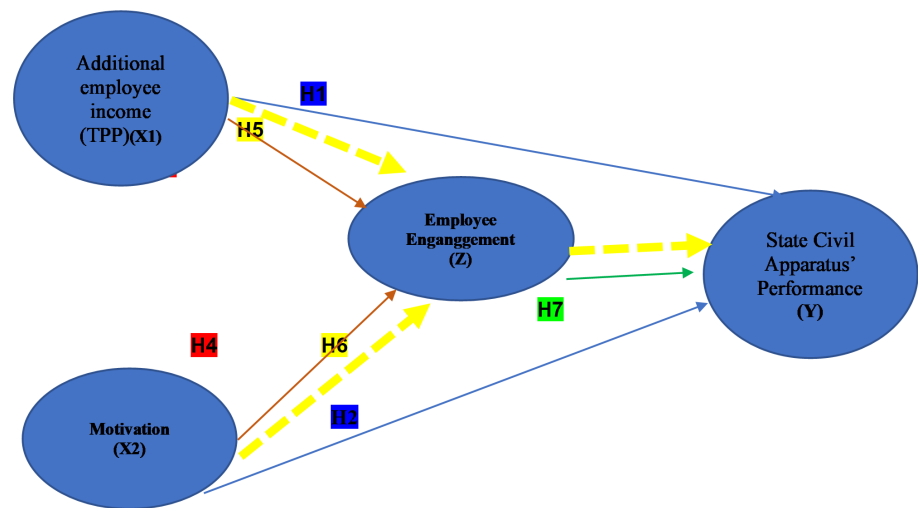


Figure 1: Conceptual framework.

1) increasing employee motivation and productivity; 2) improve the quality of public services; 3) improve employee welfare and; 4) improve employee discipline. According to research Hasbulloh et al. [5] and Loor-Zambrano et al. [21], TPP has a positive effect on employee performance.

H1: it is suspected that there is a positive and significant effect between employee income supplements on state civil apparatus' performance.

3.2.1. Relationship between motivation and employee performance

Motivation is the internal drive that a person or individual has because they are inspired to do something honestly, joyously, and enthusiastically in the hopes that their efforts will yield high-quality outcomes. Workplace motivation, work culture, and work environment are necessary to enhance employee performance by inspiring people to produce better work products.

In conclusion, from research conducted It turns found that employee performance is positively and significantly impacted by motivation [21,22]. The following formulation of the hypothesis can be made based on the relationship between the two variables:

H2: It is suspected that there is a positive and significant effect between motivation on ASN performance.

3.2.2. Relationship between TPP and employee engagement

Remuneration is crucial for employee involvement because, with equitable remuneration, employees can be incentivized at work, thus they are enthusiastic to enhance their skills. Employees will be further motivated by a commendable remuneration scheme, encompassing monetary remuneration, in this instance, total pay and non-monetary. The same thing was stated in their research, which stated a positive and significant influence between TPP and Employee Engagement.

Based on the relationship between the two variables, the hypothesis can be formulated as follows:

H3: It is suspected that there is a positive and significant effect between TPP on Employee Engagement.

3.2.3. The relationship between motivation and employee engagement

Motivation is the energy, commitment, and creativity workers bring to their work. An employee will have a high commitment (Employee Engagement) to his work if he has grown a good sense of motivation. The same thing who stated that there was a positive influence between motivation on employee engagement.

Based on the relationship between the two variables, the hypothesis can be formulated as follows:

H4: It is suspected that there is a positive and significant effect between Motivation on Employment Engagement.

3.2.4. The relationship between employee engagement and employee performance

The ability or greatness of people in an organization will determine the competitiveness of the organization. Organizations not only need people with high intellectual abilities, but they also need people who are committed, loyal to their work, and responsible. They can work together in a solid team in their daily work. Devotion to the success of the job is frequently known as employee involvement. Employee involvement is a concept in organizational behavior that has gained momentum in recent times. This momentum has been generated because employee involvement impacts the overall effectiveness of the organization. In research states that there is a positive and significant effect

between employee engagement and performance [23,24]. Based on the relationship between the two variables, the following hypothesis can be formulated:

H5: it is suspected that there is a positive and significant effect between employee engagement on state civil apparatus' performance.

3.2.5. The relationship between TPP and performance through employee engagement

The provision of Additional employee income (TPP) by the government to state civil apparatus will allegedly positively impact performance. There is a strong connection between performance incentives and employee performance, therefore the evaluation of performance incentives is aligned with performance metrics, such as employee performance accomplishments observed from workload, work excellence, and punctuality in meeting deadlines (specified timeframe). In addition, the provision of TPP is considered to impact increasing employee commitment to their work. This commitment to job success is often referred to as employee engagement. Employee engagement is an organizational behavior concept that has gained popularity in recent years. This attraction arises because employee engagement influences overall organizational performance. Based on the relationship between the two variables, the following hypothesis can be formulated:

H6: it is suspected that there is a positive and significant effect between Additional employee income (TPP) and performance through employee engagement.

3.2.6. The relationship between motivation and performance through employee engagement

Low work motivation causes poor work results. It is possible to achieve good results with poor employee performance in the absence of motivation, because motivation itself is necessary to achieve organizational goals. The converse is also true. High motivation has a good performance effect. Good performance requires employees to behave as expected by the organization, and one of them can be shown when they are committed to the organization they work for. Based on the relationship between the two variables, the following hypothesis can be formulated:

H7: it is suspect that there is a positive and significant effect between motivation and performance through employee engagement.

Based on the development of the research hypothesis above, it can be summarized into the following table:

TABLE 1: Hypothesis summary.

Hypothesis	Dependent Variable	Intervening Variable	Independent Variable	Desired sign
H1	Employee income supplement	-	Employee performance	+
H2	Motivation	-	Employee performance	+
H3	Employee income supplement	Employee engagement	-	+
H4	Motivation	Employee engagement	-	+
H5	-	Employee engagement	Employee performance	+
H6	Employee income supplement	Employee engagement	Employee performance	+
H7	Motivation	Employee engagement	Employee performance	+

Table 1: shows a systematic summary of each hypothesis in this study.

4. Method

The impact of the variables additional employee income (TPP), motivation, and employee engagement as an intervening variable on the performance of all state civil apparatus members who currently hold both structural and functional ranks within Ponorogo regency are examined in this study using quantitative research methods. Because quantitative approaches follow scientific principles—namely, that which are concrete/observable, objective, quantifiable, rational, and methodical—they are known as scientific procedures. Because research data are numerical and statistics are used for analysis, this approach is known as quantitative research methodology [25].

4.1. Research variables

Research variables are all things that can be distinguished or bring variation in value. Bias values differ at various times for the same object or person at the same time for different object or people [26]. This study explains the independent variables by

additional employee income (TPP) as X1 and motivation as X2. Meanwhile, the dependent variable is released by employee performance as Y. The intervening variable is employee engagement as Z.

4.2. Data collection methods

Stratified random sampling was used in the distribution of questionnaires as part of this research data gathering technique. One tool used in this study to collect data is the questionnaire. A list of written questions that have been previously developed based on the indicators of each variable is included in the questionnaire. Both independent variables, dependent variables and existing intermediate variables. In addition, respondents responded by providing answers to each question asked. In order to collect data for this study, questionnaires were distributed using stratified random sampling. The questionnaire is one of the instruments used in this study to gather data. The questionnaire consists of a list of written inquiries that were previously created using the indicators of each variable.

The information collected comes from survey results. Each question uses a 5-point Likert scale [27].

4.3. Population and sample

In this research, the population is all state civil apparatus who have both structural and functional ranks in Ponorogo regency. According to statistical data in <https://ponorogokab.bps.go.id/>, the number of state civil apparatus in Ponorogo regency, according to functional and structural positions, totals 8990 employees. While the sample is part of the population and characteristics. Researchers can use samples drawn from a community if it is huge and they are unable to investigate the entire population for any number of reasons, such as a lack of time, manpower, or resources. Samples drawn from this population must therefore be accurately representative [12].

Quoting the book quantitative research in the fields of management, engineering, education, and experiments research with large populations can make it difficult for researchers to collect data. That is why researchers need sampling techniques [28]. In this study, the sample determination used the Slovin formula, defined as a formula used

to obtain a sample size that is considered capable of describing the entire population [29]. The slovin formula is formulated as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Description:

N: sample size/ number of respondents

N: population size

E: presentation of the allowance for the accuracy of sampling errors that can still to tolerated.

In the Slovin formula, there are the following provisions:

Value e = 0.1 (10%) for large populations.

A value of e = 0.2 (20%) for small populations.

From the slovin formula above, and the population in this research are all state civil apparatus who already have both structural and functional ranks in Ponorogo regency totalling 8990, the sample in this research can be formulated as follows:

N: 8990 state civil apparatus

E: 0,1 (10%)

Question:

The value of n, which is the sample size/ number of respondents

Answer:

$N=8990 \cdot 1 + 8990(0,1^2)$

$N=8990,9$

$N=98,89$ rounded up to 99 state civil apparatus as samples in this study.

Data processing method

After collecting all the necessary data, data analysis begins. This is the same as [26], It says that data analysis in quantitative research is a step that comes after gathering information from all respondents or other data sources. Grouping data according to variables and respondent types, tabulating data according to all respondent variables, reporting data for every variable examined, calculating solutions to issues, and computing tests of hypotheses are examples of data analysis functions.

When analyzing data, descriptive statistics are utilized to characterize the gathered data in order to make broad judgments or generalizations. Population studies naturally

use descriptive statistics in their analysis [26]. The analytical method used in this study is as follows:

4.3.1. Partial Least Square - Structural Equation Modelling (PLS -- SEM)

A kind of statistical study called structural equation modeling (SEM) allows researchers to evaluate multiple associations at once, which are typically challenging to assess simultaneously. SEM is a multivariate analysis method designed to investigate the relationships between constructs and model variables, indicators and their constructs, and factor analysis and regression (correlation) analysis. [29]. Component- or variance-based structural equation models, or SEMs, are based on partial least squares, or PLS. An alternate strategy that switches from covariance-based SEM to variance-based strategies is PLS. Theory and causation are typically tested using covariance-based SEM, while prediction models are the focus of PLS. There are two evaluations in the PLS-SEM technique, namely evaluation of the measurement model (external model) and evaluation of the structural model (internal model).

4.3.2. Evaluation of the measurement model (outer model)

The model's validity and dependability are evaluated using the intermediate model, also known as the outer model. The validity test establishes if a research tool can measure what needs to be measured [30]. The consistency of respondents' responses to questionnaires or research instruments is measured by the reliability test, which also assesses the consistency of measuring tools in measuring ideas. a more thorough justification of the measurement model (external model) based on tests for composite reliability, discriminant validity, and convergence.

4.3.3. Structure model evaluation (inner model)

The relationship between latent variables is defined by the internal model, also referred to as the structural model or internal relationship. This relationship is based on the substantive theory of research. Without losing generality, latent variables and their indicators or manifest variables are assumed to have zero scale on average and unit variance, so that location parameters (constant parameters) can be removed from the

model [31]. Evaluation of this model is used to test the hypothesis and predictive power of the research model.

5. Research Results and Discussion

Data processing from the questionnaire utilizes the smartpls version 3.0 application. The initial model of the correlation between variables can be seen in Figure 2. This initial model is based on the framework and indicators in each question in the questionnaire.

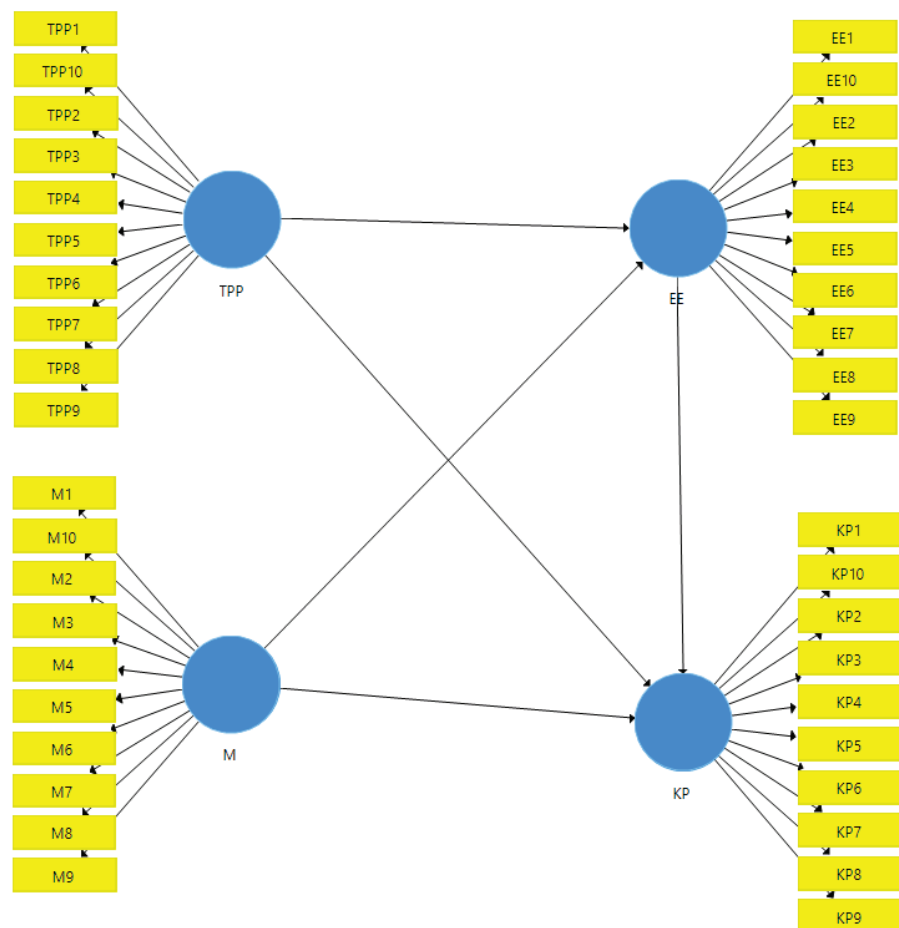


Figure 2: Structural model of the initial model.

For the evaluation of the model (outer model) is done by testing convergent and discriminant validity. The model validity test is said to be valid if the loading factor (λ) \geq 0.6 and average variance extracted (AVE) $>$ 0.5. The loading factor and AVE values can be seen in table 2.

Table 1 shows the results of the convergent validity test. Demonstrate that the following indicators—ee2, ee8, ee9, kp1, kp8, m3, m4, m9, m10, employee income

TABLE 2: Initial model loading factor and AVE values.

Indicator	Loading factor	Ave	Indicator	Loading factor	Ave
Ee1	0.685	0.405	M1	0.604	0.357
Ee2	0.381		M2	0.629	
Ee3	0.790		M3	0.182	
Ee4	0.698		M4	0.373	
Ee5	0.717		M5	0.681	
Ee6	0.771		M6	0.831	
Ee7	0.702		M7	0.738	
Ee8	0.414		M8	0.677	
Ee9	0.419		M9	0.372	
Ee10	0.614		M10	0.582	
Kp1	0.159	0.451	Employee supplement1 income	0.752	0.393
Kp2	0.646		Employee supplement2 income	0.460	
Kp3	0.727		Employee supplement3 income	0.705	
Kp4	0.750		Employee supplement4 income	0.639	
Kp5	0.693		Employee supplement5 income	0.669	
Kp6	0.784		Employee supplement6 income	0.757	
Kp7	0.739		Employee supplement7 income	0.713	
Kp8	0.365		Employee supplement8 income	-0.088	
Kp9	0.776		Employee supplement9 income	0.481	
Kp10	0.772		Employee supplement10 income	0.691	

supplement2, employee income supplement8, and employee income supplement9—have loading factor values less than 0.6 in order to have the indicator eliminated from the model. After that, this model is reanalyzed, and table 2 displays the findings.

This final model has met convergent validity and can move on to test discriminant validity. The convergent validity test results in table 2 demonstrate that all indicators in this final model have a loading factor value of more than 0.6 and the AVE value for each variable construct is more than 0.5. Table 3 displays the test findings, which are obtained by applying the Fornell-Lackcer criteria to discriminant validity.

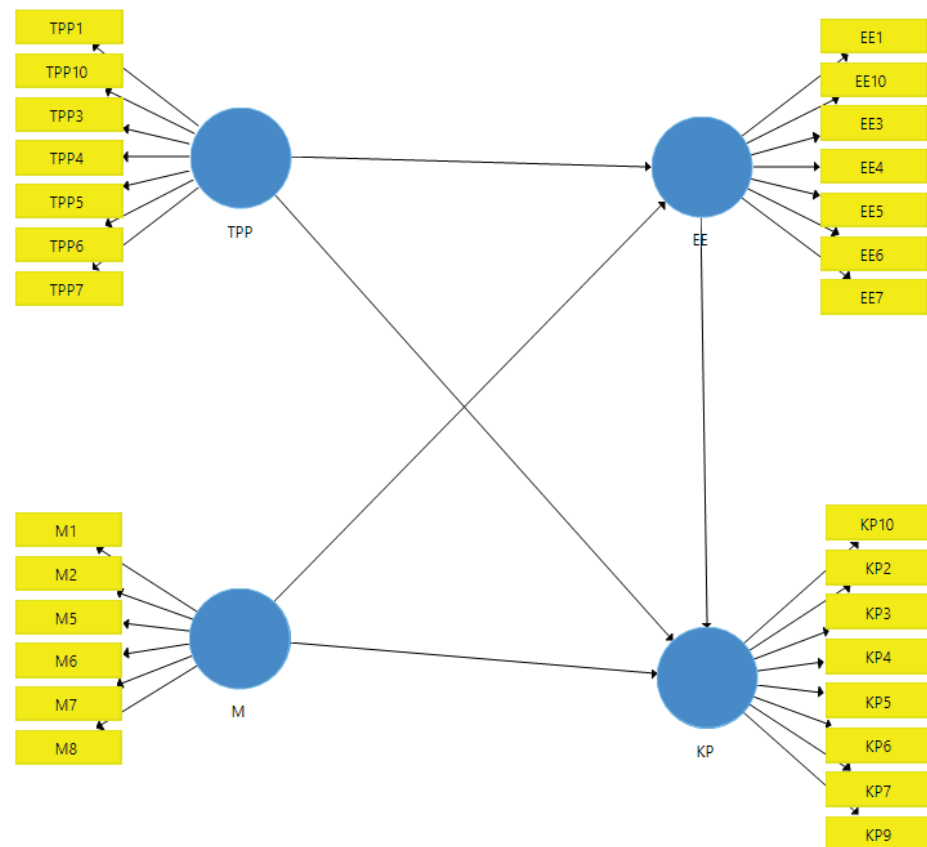


Figure 3: Final model structural model.

It shows that all correlations between constructs are smaller than the root AVE so that all construct variables have met discriminant validity.

Reliability testing is done on the model after it passes convergent and discriminant validity tests. The reliability of each construct variable is shown by the validity test findings in Table 4, where each construct variable has a composite reliability value greater than 0.7. The structural model, also referred to as the inner model, describes the relationship between the latent variables in the study and is tested using a variety of testing criteria, such as the coefficient of determination (r^2) and the parameter coefficient with the t-statistic test, which are obtained through the bootstrapping process.

Table 5 displays the findings of the tests conducted on the direct, indirect, and total impacts for each component. H4 is supported by the direct effect of motivation on employee engagement, which demonstrates a p-value of $0.432 < 0.05$ with a value of $\beta = 0.118$. This indicates that motivation significantly and favorably affects employee engagement. The study demonstrates that there is a positive and substantial effect of Additional employee income (TPP) on employee engagement, as evidenced by the p-value of $0.001 < 0.05$ and a value of $\beta = 0.393$. This finding supports hypothesis H5.

TABLE 3: Loading factor and AVE values of the final model.

Indicator	Loading factor	AVE	Indicator	Loading factor
Ee1	0.668	0.514	M1	0.505
Ee10	0.617		M2	
Ee3	0.807		M5	
Ee4	0.708		M6	
Ee5	0.709		M7	
Ee6	0.789		M8	
Ee7	0.699		Kp10	
Employee income suplement1	0.744	0.509	Kp2	0.549
Employee income suplement10	0.716		Kp3	
Employee income suplement3	0.723		Kp4	
Employee income suplement4	0.645		Kp5	
Employee income suplement5	0.673		Kp6	
Employee income suplement6	0.759		Kp7	
Employee income suplement7	0.727		Kp9	

TABLE 4: Reliability testing of the final model.

	Composite reliability
Eo	0.882
I	0.841
Mo	0.880
Smep	0.834

TABLE 5: Direct effect, indirect effect, and total effect.

Hypothesis	Relationship		Direct effects		Indirect effects		Direct and indirect effects	
			B	P-value	B	P-value	B	P-value
H1	Ee	→ kp	0,385	0,000			0,385	0,000
H2, H6	M	→ kp	-0,03	0,784	0,045	0,449	0,015	0,896
H3, H7	Employee income suplement	→ kp	0,424	0,000	0,151	0,013	0,575	0,000
H4	M	→ ee	0,118	0,432			0,118	0,432
H5	Employee income suplement	→ ee	0,393	0,001			0,393	0,001

The direct effect of employee engagement on employee performance is positively and significantly influenced, as indicated by the $\beta = 0.385$ and the p-value of 0.000

<0.05. This result supports the theory proposed by H1. The test findings show that motivation has a negative and negligible effect on employee performance, as shown by the p value of $0.784 > 0.05$ and the value of $\beta = -0.03$, which show that this result does not support H2. The results show that there is an indirect relationship between employee engagement and motivation (β of 0.045 and p-value of $0.449 > 0.05$). These findings refute hypothesis H6, suggesting that employee engagement is barely impacted by motivation. The results indicate that there is no significant overall influence of motivation on worker performance (p-value= $0.896 > 0.05$, $\beta=0.015$), both in terms of its direct and indirect implications.

As p value= $0.000 < 0.05$ and $\beta=0.424$ show that additional employee income (TPP) has a positive and significant impact on worker performance, the test findings support hypothesis 3. Through employee engagement, Additional Employee Income (TPP) has an indirect impact on employee performance, with a p-value of $0.013 < 0.05$ and a value of $\beta=0.151$. This result supports hypothesis H7, showing that TPP significantly and favorably affects employee engagement. Based on the direct and indirect effects results, the overall effect of additional employee income (TPP) on employee performance is substantial, with a value of $\beta = 0.575$ and a p-value of $0.000 < 0.05$.

TABLE 6: Coefficient of determination.

	R square	R square adjusted
Ee	0.21	0.194
Kp	0.455	0.438

The goodness of the constructed structural model is evaluated using the coefficient of determination. The analysis results in table 6 show that the coefficient of determination for employee performance is 45.5%, which is included in the criteria for a reasonably strong model which shows that the latent constructs of employee engagement, employee income supplement, and motivation can explain the variability of SEM's performance by 45.5% and other variables outside the model explain the rest. The same also applies to employee engagement which can be explained by employee income supplement, and motivation by 21% and is included in a reasonably strong model.

6. Conclusion and Suggestions

It is clearly explained that employee performance is strongly influenced by supporting facilities related to employee welfare financially. One way is to provide intensive compensation to employees. Compensation is something that stimulates interest in working. This understanding is a reasonable opinion when applied to an organization because the performance and productivity of the organization will increase due to employees who work optimally. One form of compensation the government provides to state civil apparatus is the provision of performance allowance or additional employee income (TPP).

This conclusion does not support H2, as our research on various state civil apparatus in the Ponorogo regency context demonstrates that motivation has a negative and negligible effect on staff performance. Employee engagement has an indirect impact on employee performance due to motivation, which refutes H6, i.e., motivation has no effect on employee engagement. The combined impact of motivation's direct and indirect effects on worker performance is not statistically significant.

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