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## The Role of Withdrawal, Reward, and Leadership in Employee Engagement

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**Abstract:** To find out the influence of withdrawal behavior, intrinsic rewards and transformational leadership style on employee engagement at the DKI Jakarta Provincial Regional Civil Service Agency. Using Structural Equation Modeling (SEM) Analysis to find out if there are a series of relationships affecting withdrawal behaviour, intrinsic rewards, transformational leadership and employee engagement or vice versa. The analysis tool used in this study is a linear regression analysis tool using a quantitative method using Structural Equation Modelling with the help of Lisrel 8.8 software. The compatibility test in this study was carried out on the coefficients of structural equations by specifying a certain level of significance. If the significance level is 0.05, then the t-value of the structural equation should  $\geq 1.96$ . Thus, the research hypothesis is accepted if the absolute value of t (t-value)  $> 1.96$ , and the coefficient of the value of t (either positive or negative) according to the existing research hypothesis. The results of this study on the three hypotheses are all accepted. The results of this study are limited to the variables used. For the research object and the variables used in this study.

**Keyword:** Withdrawal, Reward, Leadership, Employee Engagement.

### INTRODUCTION

As the center of government and the capital of the country, Jakarta is the starting point for various forms of national development, including in terms of bureaucratic reform and public services. The Jakarta Provincial Government has taken progressive steps to improve the quality of public services, one of which is through the provision of high compensation for Civil Servants (PNS). Since 2015, a relatively large take home pay system has been implemented for employees, with the hope that the rewards can improve work motivation and service quality. Take home pay is a combination of basic salary, regional performance allowances, position allowances, and transportation allowances. However, the reality shows that the increase in

financial compensation is not necessarily directly proportional with productivity and quality service. Based on data on job absorption in the productivity of DKI Jakarta Provincial BKD employees is still low, only reaching 33.73%. In addition, various forms of unproductive work behavior were also found, such as morning apple tardiness and long breaks, which are indications of the phenomenon of withdrawal behavior.

Withdrawal behavior is a term that refers to the tendency of employees to physically or psychologically distance themselves from work, which includes tardiness, absenteeism, uncooperative attitudes, and even cyber loafing such as playing games during working hours. According to (Suryawan, 2018; Yusuf et al., 2023) withdrawal behavior is divided into two main forms, namely psychological withdrawal (such as chatting outside the context of work) and physical withdrawal (such as tardiness and absence). This phenomenon is found in service practices at the DKI Jakarta BKD, where employees are often not on the spot after breaks or even involved in activities outside of work during working hours. A number of studies state that withdrawal behavior is closely related to the low level of employee attachment to work, or known as employee engagement. Employee engagement reflects the extent to which employees feel emotionally, cognitively, and physically involved in carrying out their duties. Kidwell et al (2018) stated that employee attachment has direct implications for productivity and service quality. Engaged employees tend to be more disciplined, responsible, and show initiative in completing their work. Unfortunately, employee engagement within the DKI Jakarta BKD is not optimal. This was reinforced by public complaints about slow service and confirmation from internal employees who claimed to be burdened with bureaucratic work structures and lack of autonomy in decision-making. Employees are not given the opportunity to choose the most effective way of working in their opinion. The absence of the element of "choice" in the work is an indication of the lack of intrinsic appreciation they feel.

Intrinsic rewards are non-financial elements that are felt personally by employees, such as a sense of belonging, freedom in completing tasks, and meaning in the work itself. A study by Kidwell et al., (2018) states that intrinsic rewards significantly affect employee engagement in the government sector in Indonesia. In relation to BKD, although financial (extrinsic) rewards have been adequate, intrinsic rewards such as recognition, autonomy, and opportunities for development have not been seen as dominant. In addition to intrinsic rewards, another factor that affects engagement is leadership style, especially transformational leadership. Transformational leadership focuses on empowering and motivating individual subordinates. Breevaart & Bakker (2018) found that transformational leadership is able to increase employee engagement through dimensions such as idealized influence, inspirational motivation, and intellectual stimulation. In practice, transformational leaders not only give direction, but also inspire and empower their subordinates to think innovatively and solve problems independently.

Unfortunately, this leadership style has not been fully implemented in the DKI Jakarta BKD. There is still a phenomenon where employees passively wait for their superior's instructions and do not take the initiative in completing their tasks. This condition shows the absence of leaders who are able to provide intellectual stimulation or build optimism at work. According to (Datche & Mukulu, 2015), transformational leadership contributes greatly to increasing employee engagement, especially in the aspect of motivational influence. Leaders who are able to build their subordinates' expectations and optimism will produce employees who are more engaged, dedicated, and results-oriented. In addition to intrinsic rewards, another factor that affects engagement is leadership style, especially transformational leadership. Transformational leadership focuses on empowering and motivating individual subordinates. Breevaart & Bakker (2018) found that transformational leadership is able to increase employee engagement through dimensions such as idealized influence, inspirational motivation, and intellectual stimulation. In practice, transformational leaders not only give direction, but also

inspire and empower their subordinates to think innovatively and solve problems independently.

Based on the background description that has been submitted previously, there are a number of problems that can be identified related to the low quality of employee performance within the Regional Civil Service Agency (BKD) of DKI Jakarta Province. Although the DKI Jakarta Provincial Government has provided considerable compensation in the form of take home pay, this has not been fully reflected in the increase in optimal work output. One indication is that the budget absorption rate has not reached 100% in the predetermined time period. This condition shows that the work output of employees is still not optimal, even though in terms of inputs in the form of compensation has been fulfilled well.

The next problem can be seen from the low level of employee engagement or employee attachment to their work and organization. This is characterized by low work morale, lack of initiative, and lack of sufficient appreciation in the field of personnel services. Employees tend to work mechanically without showing dedication or concern for the results of their work. In addition, withdrawal behavior symptoms also appear both physically and psychologically. Physical withdrawal behavior includes behaviors such as being late and absenteeism is still high, while psychological withdrawal behavior is seen in the form of cyber loafing, which is the use of work time for personal activities on the internet that are not related to work. Both of these forms of behavior indicate an active detachment from work involvement. Another factor that is also in the spotlight is the low implementation of transformational leadership styles in the work environment. Leaders in the DKI Jakarta Provincial BKD are considered not yet fully able to inspire and motivate their subordinates. In fact, visionary and transformative leadership is needed to encourage active participation and build a productive and vibrant work culture.

To maintain the focus of the research and consider the limitations of resources and time coverage, not all variables that may affect employee engagement can be analyzed. Therefore, this study specifically limits the scope of study to three main variables, namely withdrawal behavior, intrinsic rewards, and transformational leadership style and their influence on employee engagement in the DKI Jakarta Provincial BKD Civil Servants. These three variables were chosen because they are considered the most relevant and crucial in explaining the issue of employee attachment in the context of the public sector.

Based on the identification and limitations of the problems that have been described, a number of research questions were formulated that are the focus of this study. First, does withdrawal behavior have an effect on the employee engagement level of BKD employees of DKI Jakarta Province? Second, do intrinsic rewards—as a form of non-financial reward—affect employees' attachment to work? Third, does the transformational leadership style have an influence on employee engagement in the environment? And fourth, of the three variables, namely withdrawal behavior, intrinsic rewards, and transformational leadership style, which one has the most dominant influence in shaping employee engagement? The formulation of this problem will be the basis for the preparation of hypotheses and analytical frameworks that will be discussed in the next chapters. The researcher is interested in researching engagement in DKI Jakarta Provincial BKD employees. Of course, with various factors that influence it. How employee withdrawal behavior, whether it contributes to engagement or intrinsic rewards, will contribute to engagement or transformational leadership style will also contribute to engagement in DKI Jakarta Provincial BKD employees.

In the context of human resource management in the public sector, employee engagement is one of the central issues that is widely studied in efforts to improve organizational performance. Employee engagement can be defined as the level of emotional, cognitive, and behavioral involvement of employees towards their work, which encourages them to make maximum contributions to the organization (Schaufeli, 2020). Engaged employees will show enthusiasm, dedication, and active involvement in carrying out their duties. One of the factors that can weaken employee engagement is withdrawal behavior, which is the behavior of

withdrawing employees from full involvement in work. Withdrawal behavior is divided into two main forms, namely physical and psychological. Physical withdrawals include Actions such as late attendance, absenteeism, or unplanned leave, while psychological withdrawal can appear in the form of cyber loafing, which is using internet facilities in the office for non-work activities (Koay & Soh, 2020). This phenomenon is often an indicator of dissatisfaction or burnout at work. Research by Rakhmani et al (2021) shows that high withdrawal behavior is inversely proportional to employee engagement; The more often an employee withdraws physically or psychologically, the lower the level of attachment to the organization.

On the other hand, intrinsic rewards play an important role in motivating employees internally. Unlike extrinsic rewards such as salaries or bonuses, intrinsic rewards include a sense of achievement, meaning of work, autonomy, self-development, and recognition of work achievements. Deci & Ryan (2020) in the Self-Determination Theory (SDT) theory emphasize that motivation that comes from within is stronger and more durable than motivation that is forced from outside. In the context of public organizations, intrinsic rewards become particularly relevant given that financial motivation is often limited by bureaucratic structures. A study by Widodo & Murtiningsih (2023) found that intrinsic rewards significantly increase employee satisfaction and engagement at work, even in the midst of limited financial incentives. Furthermore, transformational leadership style is a leadership approach that is able to encourage positive change in the organization through inspiration, motivation, and employee empowerment. Transformational leaders have four main characteristics: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2019). This leadership style not only encourages the achievement of organizational targets, but also pays attention to the individual development of its subordinates. Research by Pratama & Nurtjahjono (2022) proves that transformational leadership styles are able to increase employee trust and loyalty, which in turn has a positive impact on their work attachment. Transformative leaders create a supportive work environment, motivate employees to grow, and inspire them to exceed expectations.

The relationship between these three variables—withdrawal behavior, intrinsic rewards, and transformational leadership style—and employee engagement has been empirically proven in various organizational contexts. For example, a study by Yuliana & Hidayat (2021) on local government agencies shows that employees who receive intrinsic rewards and have a boss with a transformational leadership style tend to have a higher level of engagement. On the other hand, employees who show withdrawal behavior in the form of tardiness and lack of active participation show low levels of engagement. In relation to the public sector, especially government agencies such as the Regional Civil Service Agency (BKD), these three factors are very crucial. As an institution that regulates and manages personnel, BKD should be an example in building a healthy and productive work culture. However, if there are still indications of high withdrawal behavior, lack of intrinsic reward, and leadership style that is not yet transformative, then employee engagement has the potential to weaken. This has an impact on work effectiveness, accountability of public services, and the realization of government programs managed by these agencies. From the literature review, it can be concluded that employee engagement is not the result of a single factor, but the interaction of various psychological, managerial, and behavioral variables. Withdrawal behavior is a negative indicator that must be suppressed, while intrinsic rewards and transformational leadership styles are driving factors that need to be improved. Therefore, this study will focus on how these three variables contribute to the formation of the level of employee attachment within the DKI Jakarta Provincial BKD.

## **METHOD**

This research was carried out at the Regional Civil Service Agency (BKD) of DKI Jakarta Province and lasted for six months. The focus of the research is directed to employees and

supervisory officials (echelon IV) who work in the BKD environment. The purpose of this study is to analyze the influence of withdrawal behavior, intrinsic rewards, and transformational leadership on employee engagement. The research design uses a quantitative approach with a survey method. The main technique used in data collection is the deployment of questionnaires equipped with in-depth interviews to reinforce the findings. The data obtained was analyzed using the Structural Equation Modeling (SEM) technique based on LISTEREL software. SEM was chosen because it is able to analyze the relationships between variables simultaneously in one complex model, and can combine factor analysis and path analysis at one time (Sujarweni, 2018). The variables in this study consisted of one endogenous variable and three exogenous variables. The endogenous variable is employee engagement, which is defined as the condition of the employee's psychological attachment to his work, marked by a sense of meaning, safety, and mental presence when carrying out duties. The three exogenous variables in this study are: (1) withdrawal behavior, which is the tendency of employees to withdraw physically, cognitively, or emotionally from their work roles; (2) intrinsic rewards, which are forms of appreciation that come from within the individual such as satisfaction, work meaning, and recognition; and (3) transformational leadership, which is a leadership style that inspires, motivates, and facilitates the development of subordinates towards common goals.

The quantitative approach used in this study aims to test previously formulated theories and hypotheses. This study is classified as non-experimental because the researcher did not manipulate the independent variables. In addition, based on the reference period, this study is included in the category of retrospective study, because it examines phenomena that have occurred before. The data collection technique was carried out through questionnaires that were distributed to the entire research population, namely BKD employees with general and certain functional positions, as well as interviews to explore deeper perspectives. With this approach, it is hoped that the research can provide a comprehensive picture of how the three exogenous variables affect the level of employee engagement in government agencies, especially in the DKI Jakarta Provincial BKD.

Population is defined as the whole of symptoms/units to be studied (Prasetyo & Jannah, 2008). The total population in this study is 275 Jakarta Provincial BKD Employees consisting of general functional positions or staff, certain functional positions, administrative officials (echelons IV and III) and primary high officials (echelon II).

**Table 1. Population Data**

No	Job type	Total
1	General and specific functional	224
2	Administrative officers	50
3	Primary high-ranking officials	1

Source: DKI Jakarta BKD Personnel

A sample is part of a population (part or representative of the population being studied). The research sample is a portion of the population that is partially taken from the data source and can be representative of the entire population. The determination of the number of samples used by the researcher in this study was purposive sampling which amounted to 274 employees. Purposive sampling is a method of sampling by setting characteristics that are suitable for the purpose. (Sugiyono, 2014). The researcher wants to examine the influence of withdrawal behavior, intrinsic rewards and transformational leadership on employee engagement at the DKI Jakarta Provincial Regional Civil Service Agency. In order for the researcher to get valid research results, the researcher took data from all general and specific functional employees, as well as administrative officials at the DKI Jakarta Provincial Regional Civil Service Agency.

## RESULTS AND DISCUSSION

The latent variable exogenous *withdrawal behavior* (WITH) consisted of 19 observed variables notated with WITH1 to WITH19 in the measurement model test. This variable reflects the following:

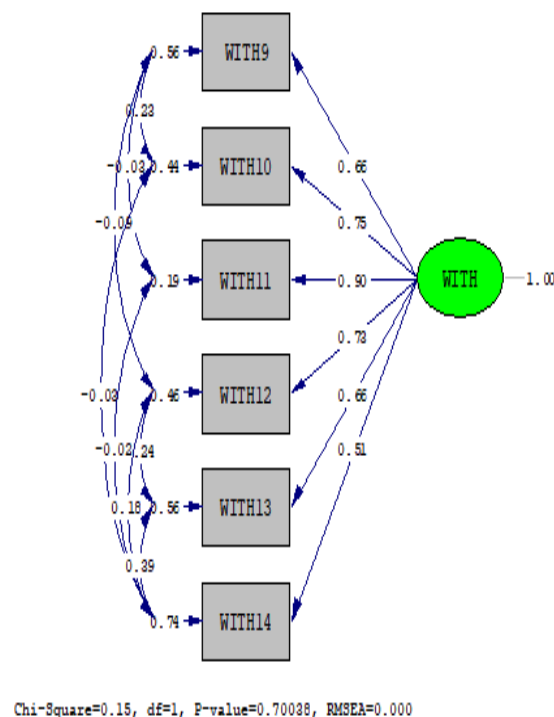


Figure 1. Path Output Lisrel Diagram for Latent *Withdrawal Behaviour* (WITH) Variable (Standardized Solution Value)

Table 2. Model Fit Test WITH  
Latent Variable Model Compatibility Test WITH

Indicator	Good Fit	Match Test Results	Information
RMSEA	≤ 0.08	0.00	Good Fit
NFI	≥ 0.90	1.00	Good Fit
NNFI	≥ 0.90	1.01	Good Fit
CFI	≥ 0.90	1.00	Good Fit
IFI	≥ 0.90	1.00	Good Fit
RFI	≥ 0.90	1.00	Good Fit
Standardized RMR	≤ 0.05	0.0042	Good Fit
GFI	≥ 0.90	1.00	Good Fit
AGFI	≥ 0.90	0.99	Good Fit

Conclusion of Model Fit Test: all the observed variables in the latent variable WITH have a good match, the data supports the research model.

Table 3. Validity and Reliability Test of Latent Variables WITH

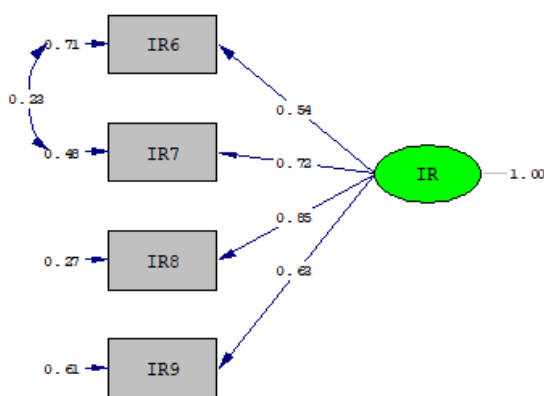
Observed Variables	Standardized Loading Factor (SLF)	Error	Information
WITH9	0.66	0.56	Good validity
WITH10	0.75	0.44	Good validity
WITH11	0.90	0.19	Good validity
WITH12	0.73	0.46	Good validity
WITH13	0.66	0.56	Good validity
WITH14	0.51	0.74	Good validity

Conclusion: all the variables observed in the latent variable WITH have good validity and reliability.

**Variable Exogenes *Intrinsic Rewards* (IR)**

The exogenous *latent variable Intrinsic Rewards (IR)* consists of 10 observed variables that are notated with IR1 to IR10 in the measurement model test. This variable reflects the following:

1. Work is very meaningful.
2. Feel appreciated at work
3. Be given the option to do work
4. Granted autonomy or independence to work
5. Allowed by the organization to determine the preferred way of working
6. Organizations encourage to improve science and knowledge
7. Organizations provide access to and facilitate the need for knowledge and skills
8. Motivation to achieve work targets
9. Likes to work until the end
10. Likes to achieve work targets



Chi-Square=0.27, df=1, P-value=0.60622, RMSEA=0.000

**Figure 2. Path Ouput Lisrel Diagram for Latent *Intrinsic Rewards* (IR) Variables (Standardized Solution Value)**

**Table 4. IR Model Fit Test**

<i>IR Latent Variable Model Fit Test</i>			
Indicators	Good Fit	Match Test Results	Information
RMSEA	≤ 0.08	0.00	Good fit
NFI	≥ 0.90	1.00	Good fit
NNFI	≥ 0.90	1.01	Good fit
CFI	≥ 0.90	1.00	Good fit
IFI	≥ 0.90	1.00	Good fit
RFI	≥ 0.90	1.00	Good fit
Standardized RMR	≤ 0.05	0.0065	Good fit
GFI	≥ 0.90	1.00	Good fit
AGFI	≥ 0.90	0.99	Good fit

Conclusion of Model Fit Test: all observed variables in the IR latent variable have a good match, the data supports the research model.

**Table 5. IR Validity and Reliability Test**

<i>Validity and Reliability Test of IR Latent Variables</i>			
Observed Variables	Standardized Loading Factor (SLF)	Error	Information
IR6	0.54	0.71	Good validity
IR7	0.72	0.48	Good validity
IR8	0.86	0.27	Good validity
IR9	0.63	0.61	Good validity

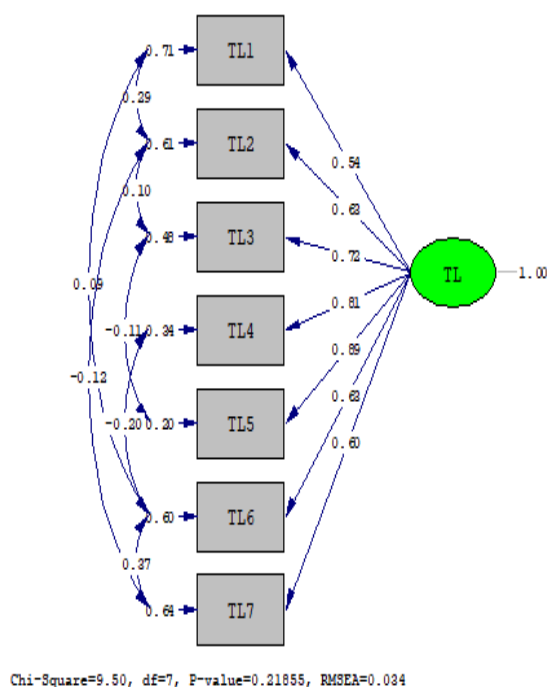
CR value = 0.78; EV = 0.50

Conclusion: all the variables observed in the IR latent variable have good validity and reliability.

**Variable Letting Exogen Transformational Leadership (TL)**

The exogenous latent variable Transformational Leadership (TL) consists of 8 observed variables that are notated with TL1 to TL8 in the measurement model test. This variable reflects the following:

1. Leaders bring influence in my work for the better.
2. Leaders have charisma
3. Leaders provide motivation in work
4. Leaders provide optimism at work
5. Leaders provide support while working
6. Feeling satisfied with the top leadership
7. Leaders deliver challenging work
8. Leaders make creative thinking



**Figure 3. Output Lisrel Path Diagram for Latent Transformational Leadership (TL) Variables (Standardized Solution Value)**

**Table 6. TL Model Fit Test**

<i>TL Latent Variable Model Compatibility Test</i>			
Indicators	Good Fit	Match Test Results	Information
RMSEA	≤ 0.08	0.034	Good fit
NFI	≥ 0.90	0.99	Good fit
NNFI	≥ 0.90	1.00	Good fit
CFI	≥ 0.90	1.00	Good fit
IFI	≥ 0.90	1.00	Good fit
RFI	≥ 0.90	0.98	Good fit
Standardized RMR	≤ 0.05	0.019	Good fit
GFI	≥ 0.90	0.99	Good fit
AGFI	≥ 0.90	0.96	Good fit

Conclusion of Model Fit Test: all observed variables in the TL latent variable have a good match, the data supports the research model.

**Table 7. TL Validity and Reliability Test**

Observed Variables	Standardized Loading Factor (SLF)	Error	Information
TL1	0.54	0.71	Good validity
TL2	0.62	0.61	Good validity
TL3	0.72	0.48	Good validity
TL4	0.61	0.34	Good validity
TL5	0.89	0.20	Good validity
TL6	0.63	0.60	Good validity
TL7	0.60	0.64	Good validity

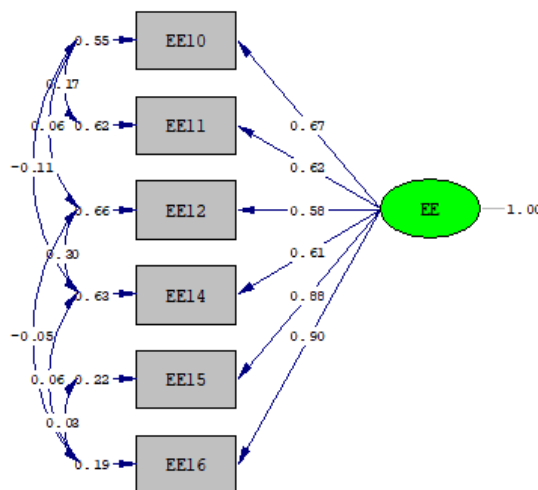
CR value = 0.86; EV = 0.50

Conclusion: all variables observed in the latent variable TL have good validity and reliability.

**Variable Letting Endogen Employee Engagement (EE)**

The endogenous *Employee Engagement (EE)* latent variable consisted of 17 observed variables notated with EE1 to EE17 in the measurement model test. This variable reflects the following:

1. Work with energy
2. Work Passionately
3. Be excited when going to work
4. Can continue to work for a long time
5. Has very high working resistance
6. Work Unyieldingly, Even When Things Don't Work Out
7. The work done has its own meaning and purpose
8. Feeling enthusiastic about the work
9. Inspiring work
10. Proud of the work
11. Challenging Work
12. Time passes quickly while working.
13. When working as if forgetting everything around you
14. Feel happy when you are busy at work.
15. Be distracted by work.
16. Getting carried away when working.
17. Hard to get away from work



Chi-Square=2.61, df=2, P-value=0.27092, RMSEA=0.022

**Figure 4. Ouput Lisrel Diagram Path for Employee Engagement (EE) Latent Variable (Standardized Solution Value)**

**Table 8. Employee Engagement (EE) Model Fit Test**

<i>EE latent variable model fit test</i>			
Indicators	Good Fit	Match Test Results	Information
RMSEA	≤ 0.08	0.032	Good fit
NFI	≥ 0.90	1.00	Good fit
NNFI	≥ 0.90	1.00	Good fit
CFI	≥ 0.90	1.00	Good fit
IFI	≥ 0.90	1.00	Good fit
RFI	≥ 0.90	0.99	Good fit
Standardized RMR	≤ 0.05	0.0062	Good fit
GFI	≥ 0.90	1.00	Good fit
AGFI	≥ 0.90	0.98	Good fit

Conclusion of Model Fit Test: all observed variables in the EE latent variable have a good match, the data supports the research model.

**Table 9. EE Validity and Reliability Test**

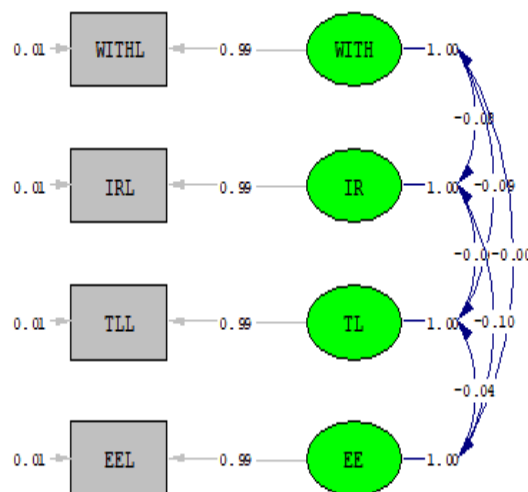
<i>Testing the validity and reliability of EE latent variables</i>			
Observed Variables	Standardized Loading Factor (SLF)	Error	Information
EE10	0.67	0.55	Good validity
EE11	0.62	0.62	Good validity
EE12	0.58	0.66	Good validity
EE14	0.61	0.63	Good validity
EE15	0.88	0.22	Good validity
EE16	0.90	0.19	Good validity

CR value = 0.86; EV = 0.52

Conclusion: all variables observed in the EE latent variable have good validity and reliability.

**Confirmatory Factor Analysis (CFA) Test**

The purpose of *Confirmatory Factor Analysis* (CFA) is to confirm or test a model, that is, a measurement model whose formulation is derived from theory. Thus, CFA can be said to have two focus of study, namely: (1) whether the indicators are conceptualized in a unidimensional, precise, and consistent manner; (2) what are the dominant indicators to form the construct being studied.



Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

**Figure 5. Confirmatory Factor Analysis (CFA) Test**

**Table 10. Confirmatory Factor Analysis (CFA) Test**

Model Fit Test	
Degrees of Freedom = 0	
Minimum Fit Function Chi-Square = 0.00 (P = 1.00)	
Normal Theory Weighted Least Squares Chi-Square = 0.0 (P = 1.00)	
Satorra-Bentler Scaled Chi-Square = 0.0 (P = 1.00)	
The Model is Saturated, the Fit is Perfect !	

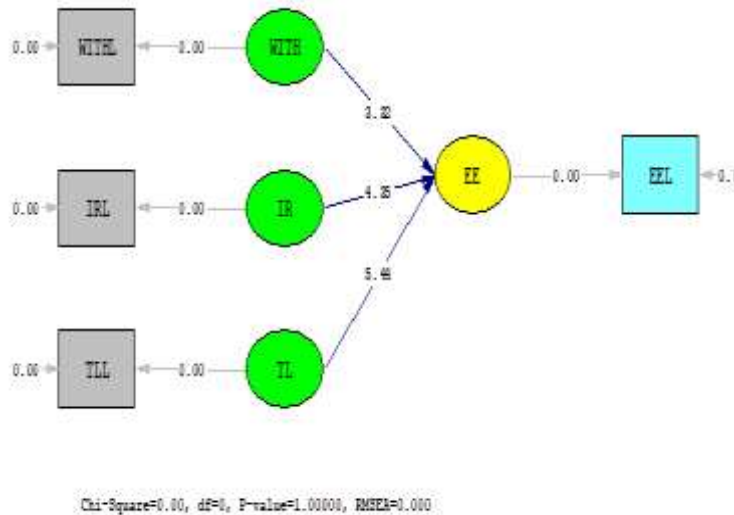
Conclusion of Model Fit Test: all variables observed in the latent variables in the CFA Test have an excellent fit (*Perfect Fit*), the data supports the research model.

*Validity and Reliability Test of Latent Variables CFA*

Let variable/ Variable Observed	Standardized Factor (SLF)	Error	Information
<b>THE BATTLE of</b>			
<b>THE U</b>	CR = 0.99; EV = 0.99		Good reliability
PRODL	0.99	0.01	Good validity
<b>IR</b>	CR = 0.99; EV = 0.99		Good reliability
HRGL	0.99	0.01	Good validity
<b>TL</b>	CR = 0.99; EV = 0.99		Good reliability
PROML	0.99	0.01	Good validity
<b>EE</b>	CR = 0.99; EV = 0.99		Good reliability
MRKL	0.99	0.01	Good validity

Conclusion: all variables observed in the latent variables in the CFA test have good validity and reliability.

**Structural Model Test / Research HYPOTHESIS Test**



**Figure 6. Structural Model Test / Research HYPOTHESIS Test**

**Table 11. Model Fit Test on Research Structural Model**

Model Fit Test	
Degrees of Freedom = 0	
Minimum Fit Function Chi-Square = 0.00 (P = 1.00)	
Normal Theory Weighted Least Squares Chi-Square = 0.0 (P = 1.00)	
Satorra-Bentler Scaled Chi-Square = 0.0 (P = 1.00)	
The Model is Saturated, the Fit is Perfect I	
Conclusion of Model Fit Test: all variables in the structural model test have an excellent fit ( <i>Perfect Fit</i> ), the data supports the research model.	

**Table 12. Structural Model Test Results / Research Hypothesis Test**

Information	Influence Between Variables	Calculated T Value	Standard Coefficient Values	Hypothesis Test Conclusion
HYPOTHESIS 1	There is an influence of the exogenous latent variable WITH → on the endogenous latent variable EE	3.22	0.20	<b>Hypothesis 1 is accepted because the t-value of the calculation <math>\geq 1.96</math></b>
HYPOTHESIS 2	There is an influence of the exogenous IR latent variable → on the endogenous latent variable EE	4.35	0.28	<b>Hypothesis 2 is accepted because the t-value is calculated <math>\geq 1.96</math></b>
HYPOTHESIS 3	There is an influence of the exogenous latent variable TL → on the endogenous latent variable EE	5.44	0.31	<b>Hypothesis 3 is accepted because the t-value is calculated <math>\geq 1.96</math></b>

**Results of the Hypothesis Test of the Effect of Withdrawal Behavior (WITH) on Employee Engagement (EE)**

The latent *variable Withdrawal Behavior* (WITH) consists of 19 observed variables WITH1 to WITH19. And based on the results of the measurement model test such as figure 4.9, there are 6 valid and representative of respondents' perceptions, namely WITH9, WITH10, WITH11, WITH12, WITH13, and WITH14, where *the Standardized Loading Factor* (SLF) value is  $\geq 0.50$  each, which means that the validity is good. Furthermore, the order starts from *the highest Standardized Loading Factor* (SLF) to the lowest as shown in table 4.19. From the overall results of the *withdrawal behavior* variable on *employee engagement* which represents the perception of respondents with *the largest Standardized Loading Factor* (SLF) value, namely WITH11 with a statement about late coming to the office where the SLF value is 0.90 or  $\geq 0.50$ . WITH 11 represents the dimension of *tardiness* or delay. The results in this study of the ten (10) dimensions of *withdrawal behavior* are only three (3) valid. The following are the dimensions sorted from highest to lowest, namely:

1. *Tardiness*
2. *Cyber loafing*
3. *Long break.*

**Table 13. Standardized Loading Factor (SLF) Value Table WITH**

number	Observed Variables	Standardized Loading Factor (SLF)	Information	Dimension
1	WITH11	0.90	Good validity	<i>Tardiness</i>
2	WITH10	0.75	Good validity	<i>Cyberloafing</i>
3	WITH12	0.73	Good validity	<i>Tardiness</i>
4	WITH9	0.66	Good validity	<i>Cyberloafing</i>

5	WITH13	0.66	Good validity	<i>Longbreak</i>
6	WITH14	0.51	Good validity	<i>Longbreak</i>

From the table above, the information of each statement of observed variables that represent the respondents will be explained in more detail:

1. WITH11: I often come to the office late  
Based on data from the DKI Jakarta Provincial BKD staff, the number of employees who are late is found every day. The office entry time is 07.30 minutes. Observations in the field showed that some employees were late to the office apart from congestion also because the distance from home to office was quite far around 25 to 35 kilometers.
2. WITH10: I often use the office internet for purposes outside of office work  
WITH10's statement from an interview with one of the employees said that usually this internet use is to access online news sites. The goal is to obtain information and news that happens. As we can see that newspapers are no longer a source of news in society due to the existence of online news sites.
3. WITH12: I often get home on time  
WITH12's statement is actually not wrong if employees go home on time. However, when employees record fingerprints at the attendance machine on time, it means that employees are getting ready to go home before the specified time. The time to leave the office is 16.00 and the fingerprint recording of the employee's attendance takes a few seconds which means that the employee queues in front of the attendance machine before 16.00
4. WITH9: I often use the office internet for online shopping  
The facts in the field after interviewing employees directly and comparing them with the results of the questionnaire that have been filled out by the employees themselves, are indeed because of busyness, there is no need to go outside the office and it is easier to shop online from online stores which are now trending in the community.
5. WITH13: I often go home for lunch breaks above 13.00 WIB  
The facts in the field based on observations and interviews with employees are that many employees who come above 13.00 WIB usually occur on Fridays. This is because there is a Friday prayer service for men. However, for women, they also often go home for lunch breaks after 13.00 WIB.
6. WITH14: I like to go out for lunch more than the allotted hours  
The fact in the field based on observations and interviews with employees is that many employees go out on vacation not on time. Break time is 12.00 to 13.00. However, some employees left after 12.00. after returning from lunch, some employees perform Dzuhur prayers first so that it takes more than 1 hour than should be in the rule of break hours.

There is an influence between *the withdrawal behavior* variable on *employee engagement* as evidenced by the t-test value of 3.22 and the standard coefficient of 0.20, **accepted** because it is above the structural value of the t-value of the structural equation where  $\geq 1.96$  (Hair et al, 2006).

The proof in hypothesis 1 that there is an influence of *withdrawal behavior variables* on *employee engagement* is evidenced by previous research, including an international journal by Özge Erdemli which was published in the *Eurasian Journal of Educational Research* in 2015 entitled *Teachers' Withdrawal Behaviors and Their Relationship with Work Ethic*. Özge Erdemli researched the withdrawal behavior of teachers and administrative employees in several public elementary schools in Ankara, Turkey. The results of Özge Erdemli's research, namely *withdrawal behaviors* or withdrawal behaviors carried out by employees, show a low dedication rate to work. *The highest withdrawal behavior* or withdrawal attitude is on *long breaks* or lengthening rest time, *missing meetings* not attending meetings or meetings and *tardiness* or arriving late for work. This withdrawal attitude shows a lack of *dedication* to work. Another result of this study is also the relationship between *withdrawal behavior* carried out in

groups and *withdrawal behavior* carried out individually, which of course reduces the work results or work targets that should be achieved. If there are employees who do not attend meetings or meetings in the office, it will cause a lack of enthusiasm for other colleagues.

**Results of the Hypothesis Test of the Influence of Intrinsic Rewards (IR) on Employee Engagement (EE)**

The latent variable *Intrinsic Rewards* (IR) consists of 10 observed variables IR1 to IR10. And based on the results of the measurement model test as shown in figure 4.10, the valid ones that represent the respondents' answers are IR6, IR7, IR8, and IR9 where the *Standardized Loading Factor* (SLF) value is  $\geq 0.50$  which means that the validity is good. Furthermore, the order from *the highest Standardized Loading Factor* (SLF) to the lowest can be seen in table 4.20. The overall results of the *Intrinsic Rewards* (IR) variable with *Employee Engagement* (EE) which represents the perception of respondents with *the largest Standardized Loading Factor* (SLF) value, namely IR8, are the existence of a state of motivation in themselves to achieve work targets which will affect the attachment between employees with a SLF value of 0.86 or  $\geq 0.50$ . The highest dimension represented by the observed variable IR8 is *progress*. The existence of a clear target at work makes employees more attached or more engaged in work. In this study, the dimensions of *intrinsic rewards*, if sorted from highest and lowest, there are only 2 (two) dimensions, which are as follows:

1. *Progress*
2. *Competence*

**Table 14. IR Standardized Loading Factor (SLF) Value Table**

	<b>Observed Variables</b>	<b>Standardized Loading Factor (SLF)</b>	<b>Information</b>	<b>Dimension</b>
1	IR8	0.86	Good validity	<i>Progress</i>
2	IR7	0.72	Good validity	<i>Competence</i>
3	IR9	0.63	Good validity	<i>Progress</i>
4	IR6	0.54	Good validity	<i>Competence</i>

From the table above, the information from the observed variable statement that represents the respondent's perception will be explained in more detail:

1. IR8: I am motivated to achieve my job target  
The average employee interviewed admitted that the job target when it motivated them to work to reach the target because it would have a significant effect on their take home pay.
2. IR7: the organization provides access to and facilitates the need for my knowledge and skills  
From the results of interviews with employees, the provision of access and facilities to improve knowledge and skills already exists but still needs to be improved, along with the demands of the industrial revolution 4.0 where everything is digital and fast, it is necessary to improve employee skills, especially in the field of information technology.
3. IR9: I like to work until I finish  
The interviewed employees also admitted that they felt obliged to complete their work, this was because the completeness of work would have an impact on the allowances they received every month.
4. IR6: organization encourages me to improve science and knowledge  
From the results of interviews with employees, it was found that the organization has encouraged employees to improve their knowledge by participating employees in seminars or *workshops*.

There is an influence between *the Intrinsic Rewards* (IR) variable and *employee engagement* (EE) as evidenced by a calculated t-test value of 4.35 and a standard coefficient of 0.28, **accepted** because it is above the value of the t-value structure of the equation.

The proof in hypothesis 2 that there is an influence of *the Intrinsic Rewards (IR)* variable on *Employee Engagement (EE)* is evidenced by previous research, including international journals by other research related to *intrinsic rewards* and *employee engagement* conducted by Zafarullah Waqas & Dr. Sharjeel Saleem (2014) in the city of Faisalabad, Pakistan. The research population is about 250 employees working in banks, universities, the textile industry and the government sector. The title of his research journal is "*The Effect of Monetary And Non Monetary Rewards On Employee Engagement And Firm Performance*" in the European Journal of business and management in 2014. The results of Zafarullah Waqas and Dr. Sharjeel Saleem's research are that both *monetary and non-monetary rewards* have a great effect on *employee engagement* and *high levels of employee engagement* affect company performance. In his research, it is said that *monetary rewards* have a short-term effect, and *non-monetary rewards* have a long-term effect in organizations. The strong influence of the *non-monetary rewards* dimension on *employee engagement* in this study is motivation, recognition of employees and the provision of freedom at work.

The influence of employee motivation to achieve the target is very influential in the level of *employee engagement*, just as the results of the research that the researcher himself found in this study such as the results of the questionnaire questions in IR8.

Another study by Janice Victor and Crystal Hoole in the journal of Human Resource Management in 2017 titled "*The influence of Organisational Rewards on Workplace Trust and Work Engagement*" was conducted in South Africa on 251 employees in the Gauteng region. The results of this study are that both *extrinsic* and *intrinsic rewards* affect *employee engagement*. Furthermore, the level of *intrinsic rewards* obtained by employees makes employees put more effort into work, provide more dedication and involvement in work.

**Results of the Hypothesis Test of the Influence of Transformational Leadership (TL) on Employee Engagement (EE)**

The latent variable of *transformational leadership (TL)* consists of 10 observed variables TL1 to TL8. And based on the results of the measurement model test as shown in figure 4.11, the valid ones that represent the respondents' answers are TL1, TL2, TL3, TL4, TL5, TL6, TL7 where the *Standardized Loading Factor (SLF)* value is  $\geq 0.50$  which means that the validity is good. Furthermore, the order from *the highest Standardized Loading Factor (SLF)* to the lowest can be seen in table 4.21. From the overall results of the *Transformational Leadership (TL)* variable with *Employee Engagement (EE)* which represents the perception of respondents with *the largest Standardized Loading Factor (SLF)* value, namely TL5, namely support from leaders where the SLF value is 0.89 or  $\geq 0.50$ . TL5 represents the highest dimension of *Individual Consideration* or individual recognition. Employees feel that they are currently satisfied with the leadership of their superiors. The second highest dimension is in TL3, namely the leader provides motivation in work which is included in the dimension of *Inspirational Motivation*. Of the dimensions of *Transformational Leadership* that are most influential in this study, if sorted from highest to lowest scores, namely:

1. *Individual Consideration*
2. *Inspirational Motivation*
- Sec. 3. *Intellectual Stimulation*
4. *Idealized Influence*

**Table 15. Standardized Loading Factor (SLF) TL Value Table**

number	Observed Variables	Standardized Loading Factor (SLF)	Information	Dimension
1	TL5	0.89	Good validity	<i>Individual Consideration</i>

number	Observed Variables	Standardized Loading Factor (SLF)	Information	Dimension
2	TL3	0.72	Good validity	<i>Inspirational Motivation</i>
3	TL6	0.63	Good validity	<i>Individual Consideration</i>
4	TL2	0.62	Good validity	<i>Idealized Influence</i>
5	TL4	0.61	Good validity	<i>Inspirational Motivation</i>
6	TL7	0.60	Good validity	<i>Intellectual Stimulation</i>
7	TL1	0.54	Good validity	<i>Idealized Influence</i>

From the table above, the information from the observed variable statement that represents the respondent's perception will be explained in more detail

1. TL5: Leaders provide support while working  
Based on interviews with employees, currently the leaders they have are currently supportive at work.
2. TL3: My Leader Provides Motivation in Work  
Based on interviews with employees, the current leaders they have often provide motivation to work well.
3. TL6: I feel satisfied with my boss's leadership  
Based on interviews with employees, they are currently satisfied with the leadership of their superiors.
4. TL2: my leader has charisma  
Based on interviews with employees, currently their leaders have charisma so that their subordinates have reluctance to take disciplinary actions.
5. TL4: My Leader Gives Optimism in Work  
Based on interviews with employees, the current leaders they have provide a sense of optimism in work.
6. TL7: My Leader Gives Me Challenging Work  
Based on interviews with employees, leaders provide work that is challenging to do.
7. TL1: My leader brings influence in my work for the better  
Based on interviews with employees, currently the leaders they have have influence in working to be better.

There is an influence between the variables between *Transformational Leadership* (TL) and *Employee Engagement* (EE) as evidenced by a calculated t-test value of 5.44 and a standard coefficient of 0.31, **accepted** because it is above the structural value of the t-value of the structural equation where  $\geq 1.96$  (Hair et al, 2006).

The evidence in hypothesis 3 that there is an influence of *the Transformational Leadership* (TL) variable with *Employee Engagement* (EE) is evidenced by previous research, including international journals by The influence of *transformational leadership* on *employee engagement* has also been researched by Evely A. Datche and Elegwa Mukulu (2015) in the journal *Business Management and Economics* titled "*The Effect of Transformational Leadership on Employee Engagement: A survey of Civil Service in Kenya*". (2015). The object of the study is civil servants in Kenya. The sample population taken was 252 civil servants from 18 institutions with the highest level of performance in Kenya. The result of this study is the positive influence of *transformational leadership* on *employee engagement* in civil servants in Kenya that is studied. The dimension of *inspirational motivation* occupies the highest influence rate in *employee engagement* in this study, namely where the leader motivates his subordinates in work and the second highest number is in the dimension of *idealized influence*,

this is where the leader who has charisma and brings influence to his subordinates affects the attachment of employees in work.

## CONCLUSION

Based on the results of research conducted at the Jakarta Provincial Civil Service Agency, it was found that withdrawal behavior, intrinsic rewards, and transformational leadership have a significant influence on employee engagement. Employee withdrawal, both physically such as tardiness and absenteeism, as well as psychologically, has been shown to reduce the level of employee attachment to their work, as supported by research by Özge Erdemli (2015). Meanwhile, intrinsic rewards such as progress and competence are important factors in increasing employee engagement, in line with findings from Waqas & Saleem (2014) and Victor & Hoole (2017) which highlight the importance of non-monetary rewards in building work stickiness.

In addition, transformational leadership styles, especially in the aspect of intellectual stimulation, have also been proven to be able to encourage employees to be more involved and actively contribute to the organization, as evidenced by research by Datche & Mukulu (2015). Thus, these three variables contribute to each other in creating stronger work attachments in the government environment.

This research has several limitations that need to be considered. First, the data collected is limited to the scope of employees and echelon IV officials at the DKI Jakarta Provincial Regional Civil Service Agency, so generalization of research results to other government agencies needs to be done carefully. Second, the quantitative approach used emphasizes more on the relationship between variables without delving into the qualitative context that can enrich the understanding of the dynamics of *employee engagement*. Third, data was obtained through questionnaires and limited interviews that were susceptible to respondents' perception biases. In addition, the study did not consider external factors such as organizational culture, workload, and bureaucratic pressures that may also contribute to low employee engagement rates.

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