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## The Effect of Authentic Leadership and Work Engagement on Job Performance: Evidence from DKI Jakarta Provincial Government

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### ABSTRACT

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*Human Resources plays an important role in Government agencies. The Provincial Government of DKI Jakarta is trying to improve the knowledge and talents of employees with budget funds allocated for training, development, and significant improvements in both the administration and service fields to maximize the performance of Civil Servants.*

**Objective:** *This study aims to analyze the effect of authentic leadership and work engagement on job performance, and High Performance Human Resource (HPCR) practices as variables that mediate the relationship between authentic leadership and work engagement on job performance.*

**Methodology:** *The method used in this study is a quantitative method, using survey research with employees of the DKI Jakarta Provincial Government as the object of research. Data collection which was used is the cross-sectional method by distributing questionnaires. The research sample was selected using the purposive sampling method in order to obtain 205 respondents. The data analysis method used was Structural Equation Modeling (SEM) with AMOS 21 software. Results from the previous study were considered by adding work engagement variables in determining strategies to improve job performance.*

**Findings:** *The results of this study provide information on authentic leadership participation, it will improve job performance and HPCR Practices, as well as increase an employee's attachment to work, also the more HPCR Practices and job performance will increase in the organization.*

**Conclusion:** *Structuralists are expected to improve authentic leadership, especially from an internalized moral perspective, to produce ethical and transparent behavior. Civil servants need to increase work engagement, especially in the absorption aspect where employees need to concentrate fully when working in the office, develop deep interest, and willingness so that they feel bound to their work. To achieve this, a positive work environment is needed. As a result, employees feel comfortable, safe, and enthusiastic when working.*

**Keywords:** *Authentic Leadership; High Performance Human Resource (HPCR) Practices; Job Performance; Work Engagement.*

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## INTRODUCTION

Human Resources plays an important role in Government agencies. The Provincial Government of DKI Jakarta is trying to improve the knowledge and talents of employees with budget funds allocated for training, development, and significant improvements in both the administration and service fields to maximize the performance of Civil Servants. The Provincial Government of DKI Jakarta, as the center of government and the capital city of Indonesia, is the center of attention and has public interest in knowing the achievement and realization of organizational goals and objectives that have been achieved. In carrying out and completing a job required government employees who have quality and professionalism. Quality and professionalism showed will reflect the skills and expertise of employees in achieving the goals set by the leadership. Better job performance is indicated by employees who are not lazy to work and are not absent from work. Better job performance can be assessed by the ability of employees to increase their contribution to achieving the organization's vision and mission, as well as the goals and objectives that have been decided (Memon et al., 2020).

One of the assets of an organization are the employees. Employees are both planners and active participants in all agency activities. Job performance is the success achieved by each employee who works in government agencies (Lin, 2021). Job performance is also determined by authentic leadership because leaders have good personalities and characteristics that reflect the employees (Zeb et al., 2020). Leaders who have authentic leadership are characterized by the following attitudes, namely transparent relationships, moral perspectives, balanced process exercise, and self-awareness (Aboramadan et al., 2021). Sanda and Arthur (2017) researched that the authentic leadership approach combines psychological abilities and positive behavior possessed by leaders to improve the ability of employees to work in a government agency. Job performance can also be affected by High Performance Human Resource (HPHR) practice. The better HPHR practice can improve job performance because it can create positive attitudes and behaviors for employees when working in an agency (Vallina et al., 2021). HPHR practice research views job design as a means to achieve organizational strategic goals (Guan and Frenkel, 2018).

This research was conducted on Civil Servants in the DKI Jakarta Provincial Government, it is hoped that employees can apply the importance of authentic leadership in order to create transparent relationships and close relationships between leaders and subordinates (Zeb et al., 2020). Employees can understand the importance of work engagement in order to improve participatory management so that they are involved in decision making (Azevedo et al., 2021). Employees can understand the importance of job performance to improve government performance (Abugre and Anlesinya, 2020). A literature review study from Karam et al. (2017) emphasized that authentic leadership affects job performance mediated by the role of the HPHR variable. Work engagement is characterized by involvement and an emotional connection between employees and leaders (Aktar and Pangil, 2018) and (Yuliantini, T., et.al, 2019). Employees who have work engagement can help create success in the form of good governance (Jose et al., 2021).

## LITERATURE REVIEW

**Authentic Leadership.** Khan et al. (2021) explain that authentic leadership is an individual who is experienced in believing in his own values, has sufficient self-confidence to represent himself, and acts according to his inner feelings and thoughts. The purpose of authentic leadership according to Wang and Xie (2020) is to increase relational energy. Relational energy increases individual work engagement and motivates employees to perform well (Owens et al., 2016). Thus, relational energy leads to better job performance (Owens et al., 2016). The functions of authentic leadership according to Malik (2018) reveal that authentic leadership contributes to building hope and trust in employees and creates a conducive work environment

for employee welfare. Liu et al. (2018) describe the function of authentic leadership to build honesty in employees, behave consistently with employees, and have a strong influence on employees. Malik (2018) also examines the factors that influence authentic leadership, including the work environment supports psychological health and psychological capital develops positively, a person's positive state is represented by hope, self-efficacy, resilience, and optimism.

**Work Engagement.** According to Memon et al. (2020), work engagement is a positive, satisfying mental state related to work, which is characterized by enthusiasm, sacrifice, and dedication. Islam et al. (2019) explained that the purpose of the formation of work engagement is to create the desire of employees to work full of energy so as to overcome turnover intention as seen from the unwillingness of employees to leave the company. Karatepe and Avci (2017) explain that the function of work engagement is to increase employee morale towards their work so as to overcome plans to leave the company. Dimensions of work engagement according to Memon et al. (2020) with levels of vigor, dedication, and absorption. Lu et al. (2016) argue that better work engagement can increase the success achieved by the company and increase the company's profitability.

**HPHR practices.** Zeb et al. (2020) explain HPHR practices as a practice of establishing human resource management to improve the work results achieved by employees. According to Ronda et al. (2016) HPHR practices are a series of practices to overcome problems related to work processes in human resource management. HPHR practices play a role in increasing employee performance, which directs agencies to achieve personal goals. Thus, organizations should consider HPHR practices as a core method to achieve goals through employee performance (Hassan, 2016). HPHR practices are systems that regulate workers' attitudes and behavior and build relationships between employers and employees that motivate employees to spend more efforts based on creation and innovation and help the company achieve its goals and motivate employees (Nasurdin et al., 2020). The benefit of HPHR practices in an organization is also to prevent employees from showing negative behaviors possessed by employees such as organizational deviant behavior, and unproductive behavior when working in the company (Sabiu et al., 2019). The dimensions of HPHR practices according to Zeb et al., (2020) are selective staffing, extensive training, employment security, result oriented appraisal, and incentive rewards.

**Job performance.** Job performance is an action and behavior that is controlled by an individual as an employee to achieve organizational goals (Raza et al., 2017). Job performance includes promotions, assessments, recognition, results, and achievements that have been achieved from work. The purpose of job performance is to realize effective organizational functions (Nasurdin et al., 2020). Zeb et al. (2020) reveal the purpose of job performance is one of the important factors for human resource management and organizational results, even around the world every organization is trying to achieve superior job performance. Job performance plays a role in giving a good or bad impression on the growth and development of the organization, and has a strong relationship with organizational performance. Job performance depends on human resource factors and system factors from an organization, besides that it is also emphasized that job performance often changes because it is directly related to employee behavior (Raza et al., 2017). There are 3 dimensions of job performance according to Habeeb (2020), namely: task performance, contextual performance, and counterproductive work behavior. Meanwhile, Zeb

et al. (2020) suggest that there are 4 dimensions of job performance, namely: task performance, extra role behavior, organizational support and coworkers, also cognitive effort, and motivation.

## **HYPOTHESIS DEVELOPMENT**

### **The Effect of Authentic Leadership on Job Performance**

Based on previous research by Zeb et al. (2020) on employees of telecommunications companies in Pakistan, shows that the role of authentic leadership in leaders who work both fully and transparently with employees are able to establish good relationships with employees, increase work productivity, and produce long-term output that is owned by employees. In addition, the results of research on staff working in small and medium-sized hospitals in Uttarakhand India by Malik (2018) found that leaders who have authentic leadership will consider behavioral integrity, self-awareness, consistency, honesty, and transparency to be positively related to nurse performance. Better authentic leadership is formed from the thoughts and feelings of the leader to subordinates so that it can improve the work of staff, according to previous research on medical staff in Jordanian hospitals (Aboramadan et al., 2021). Based on the theory of previous research results, the following hypothesis can be formulated:

H1: Authentic Leadership has an effect on Job Performance.

### **The Effect of Authentic Leadership on HPHR Practices**

Gill and Caza's research (2018) on leaders and staff working in multinational companies in the UK explains that Authentic leadership can increase the skills and work motivation of employees so that companies can improve through the functions of forming human resource management in order to improve the results of their work. Better authentic leadership can create management activities because leaders always communicate openly and are able to display positive morals to employees when working in the company. A leader who applies authentic leadership theory explains that the main key to success for followers or subordinates is trust, well-being, and involvement in work for the result of a reciprocal relationship between leaders and subordinates, which is achieved through HPHR practices (Zeb et al., 2020), so that HPHR practices increase the success of the relationship between leaders and subordinates. Based on the description that has been explained, it can be formulated hypothesis 2 as follows:

H2: Authentic Leadership has an effect on HPHR practices.

### **The Effect of HPHR Practices on Job Performance**

Previous research by Memon et al. (2020) on employees working in oil and gas companies in Malaysia examined that if the management function is carried out by the company, it can increase employee success, this is due to the fact that employees are given training so that they have more expertise and skills. In line with previous research, Manzoor et al. (2019) to all teaching staff at public universities in Pakistan stated that HPHR practices carried out by leaders can improve work processes carried out by employees so that employees are able to achieve the targets set by the leadership. Malik and Lenka's (2020) research on 30 executives working in the public sector in India states that high-performance human resource management activities are carried out by companies in order to increase employee contributions while working. Based on the results of previous studies, it can be concluded that hypothesis 3 is as follows:

H3: HPHR practices have an effect on Job Performance.

### **The Effect of Work Engagement on HPHR Practices**

Previous research by Wang and Chen (2020) on frontline staff in the US hospitality industry showed that staff who have visible work engagement from individuals with HPHR practices link personal values and work together to fulfill physiological, cognitive, and emotional self, making it possible to take the initiative and be dedicated to the job. Furthermore, Zhang and Morris (2014) found that work engagement has an effect on HPHR practices carried out on employees in 168 companies from 6 types of ownership in various business sectors in China. Then, based on research conducted by Goyal and Patwardhan (2021) on employees in the service sector in India, it was found that work engagement can be influenced by HPHR practices. Based on the results of previous studies, so that hypothesis 4 can be formulated as follows:

H4: Work Engagement affects HPHR practices.

### **The Effect of Work Engagement on Job Performance**

Research by Wang and Chen (2020) that frontline staff who are passionate about working in US hotels will work according to their functions and roles so as to improve their quality. Employees who have work engagement will better understand the meaning and purpose of work for themselves so that employees are able to increase their contribution to the company. Then, Sekhar et al. (2018) research on IT professionals in India shows a positive relationship between work engagement and job performance, as can be seen from the desire of employees to work full of motivation, making employees want to increase their contribution to progress and success for the company. Based on previous research, hypothesis 5 is formulated as follows:

H5: Work Engagement has an effect on Job Performance.

### **HPHR Practices as Mediator on the Effect of Authentic Leadership on Job Performance**

Zeb et al. (2020) research on employees of telecommunications companies in Pakistan states that balance processing, which is one of the dimensions of authentic leadership, is considered to increase several dimensions of HPHR practices, including estimating selective placement, job security, performance appraisal based on results orientation, rewards incentives, and predict extensive training so that employees can improve job performance. In particular, according to research by Zeb et al. (2020) job performance can be improved if it is intellectually driven by authentic leadership, relational transparency, and balance processing. The explanation above formulates hypothesis 6 as follows:

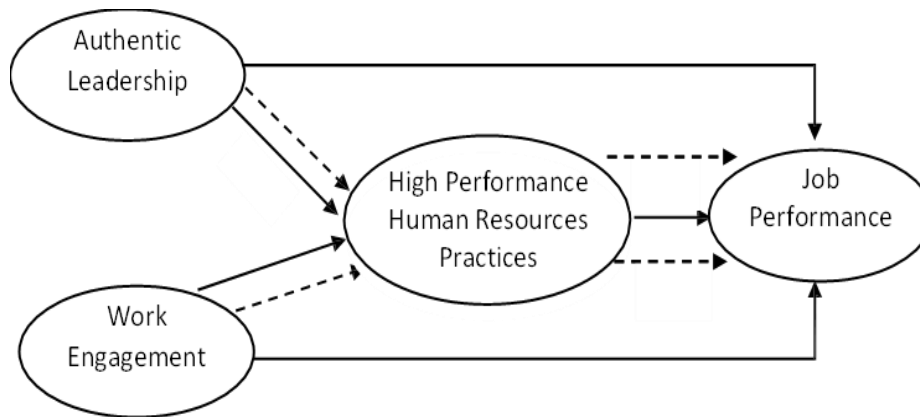
H6: Authentic Leadership has an effect on Job Performance mediated by HPHR practices.

### **HPHR Practices as Mediator on the Effect of Work Engagement on Job Performance**

Wei et al. (2018) research on a pair of subordinates and direct supervisors of large companies in Shanghai China explains that HPHR practices can mediate a positive relationship between work engagement and job performance. Employees who are able to work with enthusiasm and dedication can improve work results according to their roles because of the human resource function is carried out well, employees who are effectively involved with enthusiasm in their work, in time positively affect the company's performance, so HPHR practices play a role in mediating the relationship between work engagement and job performance. Furthermore, Wijaya's research (2015) on hotel employees in Yogyakarta Indonesia explains that work engagement in the decision-making process which involves employees at all levels of the agency in handling and examining problems, developing strategic plans, and implementing solutions that formulate solutions will create a greater organizational commitment, increase job

performance, as well as greater job satisfaction. Thus, it has a good impact on motivation and work performance, because the encouragement of employee contributions in work relations is part of HPHRP. Based on the explanation above proposes hypothesis 7 is as follows:

H7: Work Engagement has an effect on Job Performance mediated by HPHR practices.



**Figure 1. The conceptual research framework**

## METHOD

The type of method used in this study is a quantitative method, using survey research on employees of the DKI Jakarta Provincial Government as the object of the research. Hypothesis testing is a test that is used for temporary conjectures that have been stated in the form of a statement (Sekaran and Bougie, 2017). DKI Jakarta Provincial Government employees are the respondents. For data collection, the cross-sectional method was used because the data were collected for a predetermined period of time by distributing questionnaires.

There are four (4) variables used in this study with two (2) independent variables, namely authentic leadership and work engagement, one (1) intermediate variable (mediating variable), namely High Performance Human Resources (HPHR) practices, and one (1) dependent variable, namely job performance. The measurement scale used is the interval scale, this scale not only groups variables in a method to show differences between various categories but sorts them into several meaningful methods. The data for this research were obtained from two studies, namely a direct study from the field and a literature study. The source of this research was obtained from primary data by distributing questionnaires.

The purposive sampling technique is used for the sampling method. The population of this research is the DKI Jakarta Provincial Government Civil Servants who are under the scope of the Assistant for Economics and Finance of the DKI Jakarta Provincial Secretariat, which consists of 3 Regional Apparatus Work Units, namely the Goods/Services Procurement Service Agency, Regional Asset Management Agency, and the Development Agency. Regional Owned Enterprises totaling 419 people.

The sample of this research is 205 DKI Jakarta Provincial Government Employees as respondents. According to Sekaran and Bougie (2017), the method of determining the minimum sample size in research refers to the Slovin Formula. The calculation is as follows:

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

$$n = \frac{419}{1 + 419 (0.05)^2}$$

$$n = 204,639 \approx 205$$

n: Number of Samples

N: Total Population

e: Error Margin 5% (amount of percentage that is acceptable to the inaccuracy of using a sample as a substitute for the population).

To analyze authentic leadership variables, work engagement variables, HPHR practices variables, and job performance variables for DKI Jakarta Provincial Government employees, descriptive statistics were used, namely the mean and standard deviation. To analyze the effect of authentic leadership on job performance, the effect of authentic leadership on HPHR Practices, HPHR practices on job performance, the effect of work engagement on HPHR practices, the effect of work engagement on job performance, the effect of authentic leadership on job performance mediated by HPHR practices, the effect of work engagement on job performance mediated by HPHR practices for DKI Jakarta Provincial Government employees using Structural Equation Modeling (SEM) with AMOS 21 software.

## RESULTS AND DISCUSSION

### Results

The results of filling out the questionnaire were data that will be processed. The data is tested first to avoid measurement errors. The instrument test carried out in this study was a validity test and a reliability test. A validity test is a test used to see whether the measuring instrument used for research has used the right measuring instrument. To measure the accuracy of the statement of a questionnaire, it is necessary to test the validity. Hair et al. (2014) explain the validity test indicators are:

- factor loading 0.40 (statement item shows valid)
- factor loading < 0.40 (item statement shows invalid).

The results of testing the validity of this study are as follows:

**Table 1. Validity Test Results**

Variable	Dimension and Indicator	Factor Loading	Decision	
Authentic Leadership	Self Awareness (SA)	SA1	0,808	Valid
		SA2	0,835	Valid
		SA3	0,545	Valid
	Relational Transparency (RT)	RT1	0,832	Valid
		RT2	0,842	Valid
		RT3	0,834	Valid
		RT4	0,777	Valid
	Internalized Moral Perspective (IMP)	IMP1	0,844	Valid
		IMP2	0,882	Valid
		IMP3	0,817	Valid
	Balance Processing (BP)	BP1	0,885	Valid
		BP2	0,894	Valid
		BP3	0,890	Valid
BP4		0,762	Valid	
Vigour (V)	V1	0,840	Valid	

<b>Work Engagement</b>		V2	0,878	Valid
		V3	0,882	Valid
	Dedication (D)	D1	0,905	Valid
		D2	0,887	Valid
		D3	0,859	Valid
	Absorption (A)	A1	0,826	Valid
A2		0,859	Valid	
A3		0,718	Valid	
<b>High Performance Human Resource Practices</b>	Selective Staffing (SS)	SS1	0,889	Valid
		SS2	0,904	Valid
		SS3	0,926	Valid
		SS4	0,864	Valid
	Extensive Training (ET)	ET1	0,835	Valid
		ET2	0,873	Valid
		ET3	0,792	Valid
		ET4	0,757	Valid
	Employment Security (ES)	ES1	0,882	Valid
		ES2	0,882	Valid
	Result Oriented Appraisal (ROA)	ROA1	0,855	Valid
		ROA2	0,912	Valid
		ROA3	0,842	Valid
	Incentive Reward (IR)	IR1	0,855	Valid
		IR2	0,855	Valid
<b>Job Performance</b>	Task Performance (TP)	TP1	0,876	Valid
		TP2	0,884	Valid
		TP3	0,851	Valid
		TP4	0,817	Valid
	Extra Role Behavior (ERB)	ERB1	0,845	Valid
		ERB2	0,877	Valid
		ERB3	0,815	Valid
		ERB4	0,741	Valid
	Organization & Coworker Support (OCS)	OCS1	0,780	Valid
		OCS2	0,896	Valid
		OCS3	0,918	Valid
	Cognitive & Motivation Effort (CME)	CME1	0,825	Valid
		CME2	0,870	Valid
		CME3	0,879	Valid

The results of the validity test in table 1 show that all indicators of this research variable have a factor loading value of 0.40 so it is declared valid.

**Table 2. Reliability Test Result**

Variable	Dimension and Indicator	Cronbach's Alpha	Decision
<b>Authentic Leadership</b>	Self Awareness (SA)	0,659	Reliable
	Relational Transparency (RT)	0,830	Reliable
	Internalized Moral Perspective (IMP)	0,805	Reliable
	Balance Processing (BP)	0,881	Reliable
<b>Work Engagement</b>	Vigour (V)	0,832	Reliable
	Dedication (D)	0,859	Reliable
	Absorption (A)	0,724	Reliable
<b>High Performance Human Resource Practices</b>	Selective Staffing (SS)	0,918	Reliable
	Extensive Training (ET)	0,827	Reliable
	Employment Security (ES)	0,705	Reliable
	Result Oriented Appraisal (ROA)	0,839	Reliable
	Incentive Reward (IR)	0,632	Reliable
<b>Job Performance</b>	Task Performance (TP)	0,877	Reliable
	Extra Role Behavior (ERB)	0,830	Reliable
	Organization & Coworker Support (OCS)	0,834	Reliable
	Cognitive & Motivation Effort (CME)	0,819	Reliable



The reliability test is used to determine whether the measurement results remain consistent when the measurement is carried out more than once (Sugiyono, 2017). According to Sekaran and Bougie (2017), the basis for making this reliability test decision are:

- a. If the coefficient of Cronbach's Alpha is 0.60 then Cronbach's Alpha is acceptable (construct reliable).
- b. If Cronbach's Alpha  $< 0.60$  is unacceptable then Cronbach's Alpha (construct unreliable). Where the value of Cronbach's Alpha is the level of confidence (reliability) for each variable in the questionnaire. In table 2 above are the results of reliability testing on this research variable showing the results of Cronbach's Alpha 0.60 so that it is declared reliable.

This study processes primary data from the results of distributing questionnaires. The population of this research is Civil Servants who are under the scope of the Assistant for the Economy and Finance of the Regional Secretariat of DKI Jakarta Province, which consists of 3 Regional Apparatuses, namely the Goods/Services Agency totaling 155 employees, the Regional Asset Management Agency totaling 214 employees, and Regional-Owned Enterprises Development Agency with a total of 40 employees, resulting in 409 employees. The research sample was obtained using the Slovin formula for as many as 205 employees. The criteria for respondents in this study were gender, age, last education, position, and length of work. The results of the demographic statistics of the respondents are in table 3 below:

**Table 3. Respondent Profile**

No	Respondent Profile	Frequency	Percentage
1	<b>Gender</b>		
	Male	115	56,1
	Female	90	43,9
2	<b>Age</b>		
	20 – 30 years	32	15,6
	31 – 40 years	88	42,9
	41 – 50 years	48	23,4
	$\geq 51$ years	37	18
3	<b>Education</b>		
	SMA	14	6,8
	Diploma 3	17	8,3
	S1	112	54,6
	S2	62	30,2
4	<b>Position</b>		
	Executor	109	53,2
	Functional Officer	57	27,8
	Supervisory Officer (echelon IV)	25	12,2
	Administrator Officer (echelon III)	14	6,8
5	<b>Length of work</b>		
	$\leq 5$ – 10 years	74	36,1
	11 – 15 years	60	29,3
	16 – 20 years	10	4,9
	$\geq 21$ years	61	29,8

The total number of respondents as many as 205 employees shows that male employees are more dominant, namely 115 people (56.1%) while female employees are 90 people (43.9%). The age range of 31 years - 40 years as the most respondents is 42.9% which is included in the productive age so that they can increase their performance abilities in terms of creativity, which hopefully means more innovation. In the 2nd rank are employees in the age range of 41 years - 50 years by 23.4% as many as 48 employees. While the age of 51 years is 18% of as many as

37 employees, where these employees tend to have a fairly deep work engagement in terms of age and loyalty. Respondents aged 20 years - 30 years amounted to 15.6% as many as 32 people belonging to a very productive age, usually including employees who were newly appointed as Civil Servants.

More than half of the employees are at the last educational level of S1 which is 54.6% with 112 people. Following S2 as many as 62 people at 30.2%. Meanwhile, Diploma 3 and SMA are equivalent with a percentage of 8.3% and 6.8%, respectively. This is because the general requirements for the level of education are increasing in the recruitment of CPNS procurement, namely a minimum of Diploma 3 and Bachelor of Strata 1. Implementing positions were mostly respondents, namely 109 people or 53.2%. Followed by Functional officials as many as 57 people, namely 27.8%, Supervisory officers at 12.2% as many as 25 people, and 14 Administrator officials with a percentage of 6.8%.

In this study, hypothesis testing using the SEM (Structural Equation Modeling) method uses the AMOS 21 program. The hypotheses are tested with a significance level of 0.05 ( $\alpha = 5\%$ ) and a 95% confidence level by comparing the p-value with a level of 0.05 with the following conditions:

- a. If the p-value is 0.05 then  $H_0$  is rejected and  $H_a$  is supported, which means that there is a significant effect between the two variables.
- b. If the p-value  $> 0.05$  then  $H_0$  is accepted and  $H_a$  is not supported, which means there is no significant effect between the two variables.

**Table 4. Hypothesis Test Results**

Hypothesis		Estimate	p-value	Decision
H1:	Authentic Leadership has an effect on Job Performance	0,253	0,001	H1 Supported
H2:	Authentic Leadership affects High Performance Human Resource (HPHR) Practices	0,658	0,000	H2 Supported
H3:	High Performance Human Resource (HPHR) Practices affect Job Performance	0,024	0,696	H3 Not Supported
H4:	Work Engagement affects High Performance Human Resource (HPHR) Practices	0,584	0,000	H4 Supported
H5:	Work Engagement affects Job Performance	0,553	0,000	H5 Supported
H6:	Authentic Leadership has an effect on Job Performance mediated by High Performance Human Resource (HPHR) Practices	0,386	0,699	H6 Not Supported
H7:	Work Engagement affects Job Performance mediated by High Performance Human Resource (HPHR) Practices	0,385	0,699	H7 Not Supported

## Discussion

The value of the estimate for the first hypothesis is 0.253, which means that there is a positive influence between Authentic Leadership on Job Performance. The p-value of 0.001  $< 0.05$  can be interpreted that there is a significant influence between Authentic Leadership on Job Performance, so it can be concluded that there is a positive and significant influence between Authentic Leadership on Job Performance ( $H_0$  is rejected and  $H_a$  is supported). Based on the first hypothesis testing, it can be concluded that H1 which reads "There is an effect of Authentic Leadership on Job Performance" can be supported. This study is in line with Wei et al., 2018 who argue that Authentic Leadership is a collection of characteristics of self-awareness, openness of relationships, moral perspective, and balance processes which are good for the

development of Job Performance (Adiguzel and Kuloglu, 2019). Specifically, Job Performance implemented on employees can increase and trigger Authentic Leadership (Zeb et al., 2020).

The estimated value in the second hypothesis is 0.658, which means that there is a positive influence between Authentic Leadership on High Performance Human Resource Practices. The p-value of  $0.000 < 0.05$  can be interpreted that there is a significant influence between Authentic Leadership on High Performance Human Resource Practices, so it can be concluded that there is a positive and significant influence between Authentic Leadership on High Performance Human Resource Practices ( $H_0$  is rejected and  $H_a$  is supported). Based on the second hypothesis testing, it can be concluded that  $H_2$  which reads "There is an effect of Authentic Leadership on High Performance Human Resource Practices" can be supported. This research is in line with Zeb et al. (2020) where Authentic Leadership can foster High Performance Resource Practices where workers tend to prefer leaders or managers who can share information well and build good relationships with them, so employees can be motivated and work even better. Jiang et al. (2012) revealed in their research that Authentic Leadership and HPHRP are positively related, where High Performance Human Resource Practices are the key to the success of leadership.

The estimated value in the third hypothesis is 0.024, which means that there is a positive influence between High Performance Human Resource Practices on Job Performance. The p-value of  $0.696 > 0.05$  means that there is no significant influence between High Performance Human Resource Practices on Job Performance, so it can be concluded that there is no positive influence between High Performance Human Resource Practices on Job Performance ( $H_0$  is supported and  $H_a$  is rejected). Based on the third hypothesis testing, it can be concluded that  $H_3$  which reads "There is an influence of High Performance Human Resource Practices on Job Performance" cannot be supported. This is in line with the research revealed by Zeb et al., (2020) where better control related to High Performance Human Resource Practices through effective regulations and making employees play an important role in the organization can affect Job Performance. In addition, support with good High Performance Human Resource Practices may not necessarily result in Job Performance Morton (2012). Ackers and Wilkinson (2003) reveal that High Performance Human Resource Practices are an investment to improve performance.

In the fourth hypothesis, the estimated value is 0.584, which means that there is a positive influence between Work Engagement on High Performance Human Resource Practices. The p-value of  $0.000 < 0.05$  can be interpreted that there is a significant influence between Work Engagement on High Performance Human Resource Practices, so it can be concluded that there is a positive and significant influence between Work Engagement on High Performance Human Resource Practices ( $H_0$  is rejected and  $H_a$  is supported). Based on the fourth hypothesis testing, it can be concluded that  $H_4$  which reads "There is an effect of Work Engagement on High Performance Human Resource Practices" can be supported. This research is in line with Goyal and Patwardhan (2020) who state that there is a positive effect between Work Engagement and High Performance Human Resource Practices, where investment in High Performance Human Resource Practices in an organization can have a significant impact. In addition, Malik and Lenka (2019), found one of the High Performance Human Resource Practices, where the implementation of a good career path system can increase Work Engagement in employees. According to Schaufeli and Salanova (2008) the implementation of High Performance Human

Resource Practices in the form of providing training and support for learning is one way to increase employee work engagement.

In the fifth hypothesis, the estimated value is 0.553, which means that there is a positive influence between Work Engagement on Job Performance. The p-value of  $0.000 < 0.05$  can be interpreted that there is a significant influence between Work Engagement on Job Performance, so it can be concluded that there is a positive and significant influence between Work Engagement on Job Performance ( $H_0$  is rejected and  $H_a$  is supported). Based on the fifth hypothesis testing, it can be concluded that  $H_5$  which reads "There is an effect of Work Engagement on Job Performance" can be supported. This is in line with the research of May et al. (2004) which shows Work Engagement as a factor of emotional and cognitive activity at work that can create Job Performance for employees. In addition, a study found by Sekhar et al. (2018) in an organization that is engaged in information and technology, where work engagement can be proven to increase job performance.

Based on table 4, the results of Sobel statistics show the estimated value of 0.386, which means that there is a positive influence between Authentic Leadership on Job Performance mediated by High Performance Human Resource Practices. The p-value of  $0.699 > 0.05$  means that there is no significant effect between Authentic Leadership on Job Performance mediated by High Performance Human Resource Practices, so it can be concluded that the role of High Performance Human Resource Practices does not have a mediating effect in influencing Authentic Leadership on Job Performance ( $H_0$  is supported and  $H_a$  is rejected). Based on the sixth hypothesis testing, it can be concluded that  $H_6$  which reads "There is an effect of Authentic Leadership on Job Performance mediated by High Performance Human Resource Practices" cannot be supported. This research is in line with Zeb et al. (2020) that there is an effect of Authentic Leadership on Job Performance mediated by High Performance Human Resource Practices. In addition, Jiang et al. (2012) stated that the practice of High Performance Human Resource Practices can create successful leadership, and also human resources are known as assets for organizations that can create good performance between organizations (Zhang and Morris, 2014).

In the last hypothesis, the results of Sobel statistics in hypothesis seven is 0.385, which means that there is a positive influence between Work Engagement and Job Performance mediated by High Performance Human Resource Practices. The p-value of  $0.699 > 0.05$  can be interpreted that there is no significant influence between Work Engagement on Job Performance mediated by High Performance Human Resource Practices, so it can be concluded that the role of High Performance Human Resource Practices has no mediating effect in influencing Work Engagement on Job Performance ( $H_0$  is supported and  $H_a$  is rejected). Based on the seventh hypothesis testing, it can be concluded that  $H_7$  which reads "There is an effect of Work Engagement on Job Performance mediated by High Performance Human Resource Practices" cannot be supported. Research revealed by Ilies et al. (2005) states that there is a link between Work Engagement and High Performance Human Resource Practices, besides that, leadership is very strongly influenced by High Performance Human Resource Practices and Work Engagement (Karam et al., 2017).

## CONCLUSION

This study uses four variables in total with the following results. Authentic leadership has a positive influence on employee HPHR practices, so when the application of authentic leadership is high, HPHR Practices also increase. HPHR practices do not have a significant effect on job performance so when HPHR practices are applied well, job performance does not increase. Work engagement has a positive influence on HPHR practices, so when employees have high work engagement, HPHR Practices increase. Work engagement has a positive influence on job performance, so it is stated that when employees have high work engagement, job performance increases. HPHR practices cannot mediate the effect of authentic leadership on job performance, so HPHR practices do not play a mediating role, because without implementing HPHR practices on performance, through authentic leadership a leader can directly improve job performance. HPHR practices cannot mediate the effect of work engagement on job performance, so when HPHR practices are applied, the effect is very small or even invisible between work engagement and job performance.

For structural members in the DKI Jakarta Provincial Government: Structuralists are expected to improve authentic leadership in order to improve job performance, especially from the internalized moral perspective, which refers to self-regulation guided by internal standards of morals, ethics, and values in the face of pressure from the group, social, or organizational. This results in ethical and transparent behavior. It is also seen as authentic because the leader is consistent in accordance with the morals and beliefs they have. For Civil Servants with any position: Civil servants need to increase work engagement on job performance, especially on the absorption aspect where employees need to concentrate fully when working in the office, increase their interest and deep will, so they feel bound to their work. To achieve this, a positive work environment is needed. As a result, employees feel comfortable, safe, and enthusiastic when working.

## LIMITATIONS AND SUGESSTIONS

This research has been carried out in accordance with scientific procedures, but has several limitations, namely:

1. This study only discusses variables related to authentic leadership, work engagement, job performance, and high performance human resource practices.
2. The findings in this study cannot be generalized to other government organizations.
3. The limitation of research using questionnaires is that sometimes the answers given by the respondent do not show the real situation.

Suggestions that can be recommended for further research are:

1. Further research can be conducted to identify the effect of authentic leadership and work engagement on job performance mediated by HPHR Practices in other government agencies.
2. Further researchers are expected to be able to add or use other independent variables in order to reveal other variables that can affect organizational performance, for example, organizational commitment.
3. Further researchers can try to add variations of research methods with qualitative methods to be able to improve the results.

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