

THE INFLUENCES OF INTRINSIC MOTIVATION, TRAINING, AND WORK ENGAGEMENT ON EMPLOYEE PERFORMANCE FOR EMPLOYEES IN DKI JAKARTA

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Abstract – *The purpose of this research is to examine the influence of Intrinsic Motivation, Training, and Work Engagement toward Employee Performance for employees in DKI Jakarta. 107 respondents were collected as the research sample using Slovin's formula with 10% error tolerance and purposive sampling method. The data is analyzed using Structural Equation Modeling approach. The research findings indicate that Intrinsic Motivation has positive and significant relationship toward Employee Performance. On the other hand, Training and Work Engagement have negative and insignificant relationship toward Employee Performance.*

Keywords: *Employee Performance, Intrinsic Motivation, Training, Work Engagement*

INTRODUCTION

DKI Jakarta is the economic center of Indonesia. The numbers of companies by industrial classification in large and medium industries reach more than 2000 in 2017 (BPS-Statistik Provinsi Jakarta, n.d). The aim of organizations is to success by gaining and maintaining their shares in the competitive market. Human resource management (HRM) concept has developed to human capital where human resources are considered as one of the keys to organizations' success in the competition from the process of workforce recruitment to retirement (Zagoto, 2020). The quality type of workforce is divided into three: educated, trained, and uneducated and untrained workforce (Nusraningrum & Dores, 2018). Effective HRM practices provide competitive advantage to organizations by maximizing the performance of the workforce (Noe et al., 2017). High performing employees are able to fulfill the organization's objectives and goals.

Motivation is perceived as one of the factors that increase Employee Performance in which many studies have demonstrated the positive effect of Motivation towards Employee Performance (Danish et al., 2015; Yousaf et al., 2015; Bergström & Martínez, 2016). Training improves employees' competence thus they are able to perform at their job effectively and efficiently (Mangkunegara & Waris, 2015; Anitha & Kumar, 2016). Work Engagement is proven to be related to Employee Performance as engaged employees deliver excellent job (Nazir & Islam, 2017; Sendawula et al., 2018).

Based on the empirical study, the author conducted pre-survey to employees in DKI Jakarta. The result is shown below:

Table 1. Pre-Survey Result

Variable	No.	Statement	Agree	Not Sure	Disagree
Employee Performance (Y)	1	Employees are able to complete their assigned tasks by the organization on time.	10%	60%	30%
	2	The quantity of employee performance meets the target or standard of the organization.	10%	50%	40%
	3	The quality of employee performance meets the target or standard of the organization.	10%	65%	25%
Intrinsic Motivation (X ₁)	1	Employees enjoy their job.	10%	75%	15%
	2	Employees believe that being able to complete their tasks well is important.	15%	70%	15%
	3	Employees are enthusiastic about their job.	10%	60%	30%
Training (X ₂)	1	Organizations provide beneficial training programs to increase employee performance.	10%	40%	50%
	2	The organizational training programs meet their goals.	0%	35%	65%
	3	Employees appreciate the organization's training programs.	5%	70%	25%
Work Engagement (X ₃)	1	Employee can continue working for very long periods at a time.	5%	40%	55%
	2	Employees are proud on the work they do.	5%	60%	35%
	3	Employees feel time flies quickly when they are working.	10%	60%	30%

The research results show that most of the respondents are not sure with their performance, intrinsic motivation, training program, and engagement. This means there is a phenomena regarding to Employee Performance, Intrinsic Motivation, Training, and Work Engagement in employees in DKI Jakarta. Thus, based on the previous research findings and phenomena described above, the author conducts research with the title of "The Influences of Intrinsic Motivation, Training, Work Engagement on Employee Performance in Employees in DKI Jakarta".

LITERATURE REVIEW

Human resource management (HRM) is the policies, practices, and systems that affect employees' behavior, attitude, and performance. Effective HRM practices enhance organization's performance (Noe et al., 2017).). According to Dessler (2017), HRM is defined as the process of acquiring, training, appraising, compensating employees, and of attending their fairness concern, health and safety, and labor relations. The right HR process helps managers to avoid personnel mistakes and improve business profits and performance.

EMPLOYEE PERFORMANCE

Employee performance is defined as the combination of effectiveness and efficiency at accomplishing individual's core duties and responsibilities and is related to the formal job description. Employee performance is the central human contributions to organization (Robbins & Judge, 2017). Employees' activity and outcome that are congruent with the organization's objectives are measured to be evaluated as employee performance. HRM decisions are aiming to increase the performance of employees (Noe et al., 2017). It can be concluded that employee performance is employee's accomplishment that fulfills the target and the key to organizational performance. Mathis et al. (2017) explains that employee performance is measured through the results, behavior, and trait of the employees.

INTRINSIC MOTIVATION

Motivation refers to the drive that makes individuals to maintain their intensity, direction, and persistence of energy toward their goal. Motivation is a dynamic condition where many factors can make motivation either stronger or weaker (Sukmadi, 2019). Herzberg's motivation/hygiene theory states that satisfied factors of motivators (intrinsic motivation) increases individual motivation. Addressed hygiene factors (extrinsic motivation) avoid dissatisfaction but not enough to motivation employees. Self-Determination Theory (STD) suggests that extrinsic rewards can decrease previously intrinsically enjoyed tasks (Ryan & Deci, 2000). Intrinsic motivation consists of achievement, recognition, responsibility, advancement, and the work itself (Herzberg in Luthans & Doh, 2018).

TRAINING

Training is referred as a process for people to acquire the specific, identifiable capabilities to use in their present jobs which help an organization to accomplish its goal (Mathis et al., 2017). Formal training is needed to teach the day-to-day knowledge or skills that cannot be acquired well in the workplace and various skills in a short time (Armstrong & Taylor, 2014). By having employees who are trained to meet the job's requirement, an organization can achieve competitive advantage in the market. The dimensions of training consists of reaction, learning, behavior and skill based, affective, results, and benefit (Noe et al., 2017).

WORK ENGAGEMENT

Kahn (1990) conceptualized work engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Engaged employees increased their performance through high commitment and positive emotions at work (Dessler, 2017). According to Schaufeli (2013), the dimensions of work engagement can be determined as vigor, dedication, and absorption of an employee to his or her job.

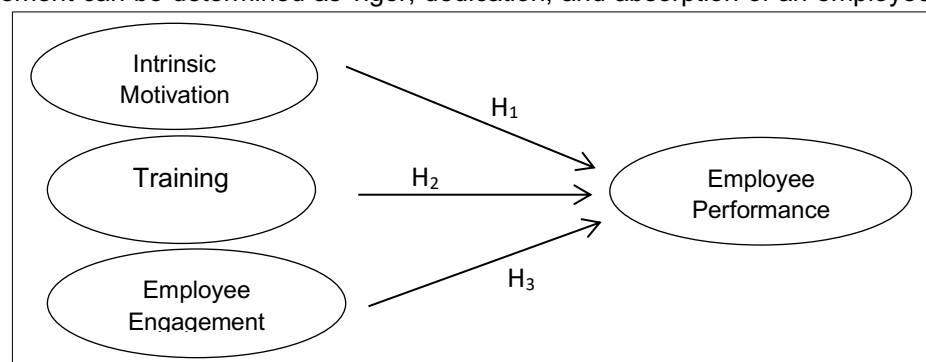


Figure 1. Research Model

The study results of Danish et al. (2015) explain that employees contribute to the welfare of the organization if they are positively motivated. In addition, employees who are curious and feel achieved in their own unique way will to boost their own performance than those who are not (Li et al, 2015). Studies have shown that employees who are intrinsically motivated are more innovative to help the organization to face the challenges of competitive advantage (Yousaf et al., 2015).

H₁: Intrinsic Motivation positively influences Employee Performance

Training plays important role in improving the performance of both the newly-joined employees and the existing employees as it updates their knowledge, technology and working practices (Anitha & Kumar, 2016). Employees who are experts in their fields show the ability to meet the organization's objective so training program enhances employees' performance (Mangkunegara & Waris, 2015). Training fills the skill gaps in the employees so that they can perform complicated tasks effectively and efficiently (Khaskhelly & Khoso, 2018).

H₂: Training positively influences Employee Performance

Engaged employees invest their energy to their work, pay more attention to their responsibilities, and are more emotionally attached to their work role which lead to increase in performance (Tisu et al., 2020). Previous study has already established the strong link between engagement and performance; greater work engagement impacts higher employee performance (Cesário & Chambel, 2017). Furthermore, the findings of Gutermann et al. (2017) support the statement that work engagement increases employee performance.

H₃: Work Engagement positively influences Employee Performance

METHODS

This research type is quantitative and causal. This research is conducted from May to December 2020. The population of this research is employees in DKI Jakarta with the newest data regarding to the number of employees working in DKI Jakarta is 4,836,977 in 2019, according to the BPS-Statistics of DKI Jakarta Province (Putra I. I., 2020). The number of sample is at least 100 respondents which are determined using Slovin's formula with 10% error tolerance and purposive sampling methods. The questionnaire was distributed through *Google form*. The collected data is analyzed using SPSS program for Descriptive Research of Respondents and Smart-PLS to calculate the Outer Model and Inner Model.

RESULTS

Table 2. Descriptive Research of Respondents

	Description	Frequency	Percentage
Gender	Female	59	55.1
	Male	48	44.9
Age	< 20 years old	1	0.9
	20 – 30 years old	53	49.5
	> 30 – 45 years old	37	34.6
	> 45 years old	16	15.0
Level of Education	High school diploma and its equivalent	5	4.7
	Diploma 1/2/3	1	0.9
	Bachelor’s degree and its equivalent	67	62.6
	Master’s degree	31	29.0
Organization’s Profit Orientation	Doctoral degree	3	2.8
	For profit	69	64.5
	Not-for-profit	38	35.5
Year of Service	≥ 1 – 3 years	36	33.6
	> 3 – 5 years	25	23.4
	> 5 years	46	43

The results of this study are obtained from 107 full-time employees in organizations in DKI Jakarta who have worked in that particular organization for a year and more.

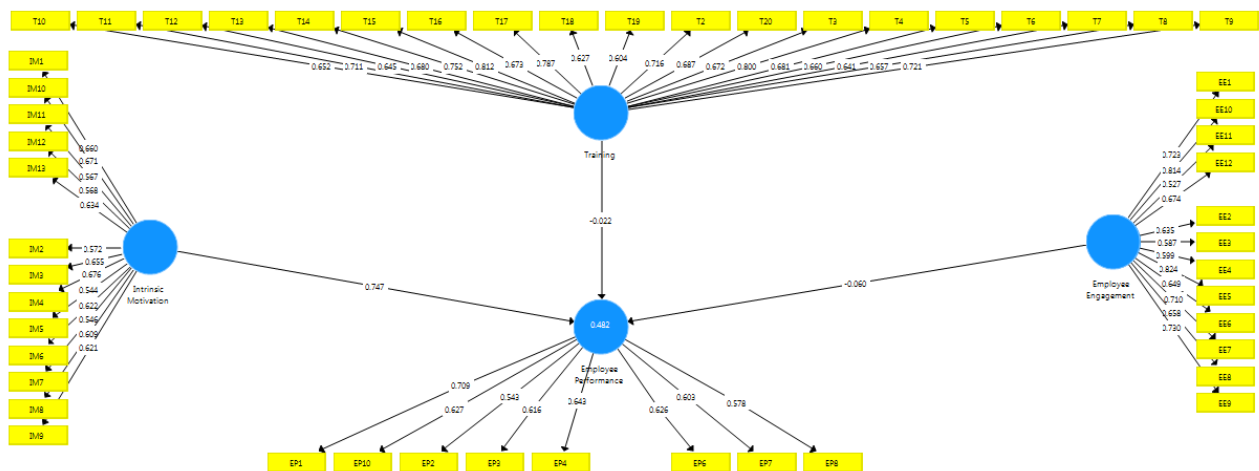


Figure 2. Final Iteration of Outer Loadings

There are 6 indicators that are excluded from the model which are EP5, EP9, IM14, IM15, T1, and EE13. After the modification of the model, the final iteration results displays all indicators have outer loadings above 0.50 that means all the indicators are valid (Ghozali, 2014).

Table 3. Heterotrait-Monotrait Ratio of Correlations (HTMT)

	Y	X ₁	X ₂	X ₃
Y				0.522
X ₁	0.768			0.785
X ₂	0.319	0.544		0.580
X ₃				

Discriminant validity has been established between two constructs in this research as the Heterotrait-Monotrait Ratio of Correlations (HTMT) below 0.90 (Henseler et al., 2015). This implies that each construct is unique and represents the concept not demonstrated by other construct.

Table 4. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability	Information
Y	0.774	0.832	Reliable
X ₁	0.863	0.886	Reliable
X ₂	0.942	0.947	Reliable
X ₃	0.895	0.912	Reliable

The results of Cronbach's alpha and composite reliability tests value higher than 0.60 indicate that the latent variables are reliable and the questionnaire used in this research is consistent (Hair et al., 2017).

Table 5. Coefficient of Determination (R²)

	R ²	R ² Adjusted
Y	0.482	0.467

R² value or coefficient determination of Employee Performance is 0.482. It indicates that 48.2% of Employee Performance variable is explained by Intrinsic Motivation, Training, and Employee Engagement. Meanwhile 51.8% of Employee Performance variable is explained by other variables. The predictive power of this model for Employee Performance is moderate as the R² value of 0.25, 0.50, and 0.75 are considered as weak, moderate and substantial (Hair et al, 2017).

Table 6. Cohen's f²

	Y	X ₁	X ₂	X ₃
Y				
X ₁	0.489			
X ₂	0.001			
X ₃	0.003			

The effect size f^2 indicate an exogenous construct's effect on an endogenous construct where the value of 0.02, 0.15, and 0.35 can be described as small, medium, and large effect. In this research, Intrinsic Motivation has large effect on Employee Performance. On the other hand, Training and Employee Engagement has no effect since both value less than 0.02 (Hair et al., 2017).

Table 7. Construct Cross-Validated Redundancy (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Y	856	723.305	0.155
X ₁	1,391.00	1,391.00	
X ₂	2,033.00	2,033.00	
X ₃	1,284.00	1,284.00	

$Q^2 > 0$ indicates that the exogenous constructs have predictive relevance for the endogenous construct (Hair et al., 2017).

Table 8. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X ₁ -> Y	0.747	0.735	0.083	9.043	0.000
X ₂ -> Y	-0.022	0.019	0.087	0.249	0.803
X ₃ -> Y	-0.060	-0.047	0.113	0.534	0.594

Source: SmartPLS 3.2.9 Output (2020)

DISCUSSION

There is positive and significant influence of Intrinsic Motivation on Employee Performance. For employees from diverse organizations in DKI Jakarta, Intrinsic Motivation plays an important role to increase Employee Performance especially when they enjoy their job. The result of measurement based on indicators show that Achievement is the most influencing dimension. Employees who are inherently motivated demonstrate high performance in any kinds of organizations in DKI Jakarta. This research result is supported by previous findings by Danish et al. (2015), Li et al. (2015), and Yousaf et al. (2015) that Intrinsic Motivation influences Employee Performance.

There is negative and insignificant influence of Training on Employee Performance. This result is in contrast with the previous studies by Mangkunegara & Waris (2015), Anitha & Kumar (2016), and Sendawula et al. (2018) that proper Training contributes to higher Employee Performance yet it is supported by the previous study by Mohamud et al. (2017) that proper Training does not predict higher Employee Performance. The reason could be because of the objects of the previous researches focus on a particular organization whereas this research collects data from widely diverse organizations in the DKI Jakarta. The organizations have different variables that affecting the Employee Performance.

There is negative and insignificant influence of Employee Engagement on Employee Performance. This result is in contrary with the previous studies by Carter et al. (2016), Sugianingrat et al. (2019), and Tisu et al. (2020) that higher Employee Engagement contributes to higher Employee Performance yet it is

supported with the previous studies by Rosita (2018) and Guan and Frenkel (2018) that higher Employee Engagement does not predict higher Employee Performance. The reason could be because of the objects of the previous researches focus on a particular organization whereas this research collects data from widely diverse organizations in DKI Jakarta. The organizations have different variables that affecting the Employee Performance.

CONCLUSION

Intrinsic Motivation has positive and significant influence toward Employee Performance which means enhancing intrinsic motivation of an employee results in higher performance for employees in DKI Jakarta. On the other hand in this research, Training and Employee Engagement have negative and insignificant influences toward Employee Performance which means more Training and higher Employee Engagement do not increase Employee Performance for employee in DKI Jakarta.

RECOMMENDATION

Organization leaders in DKI Jakarta have to improve employees' Intrinsic Motivation by recruiting and placing employees that fit their motivation to improve the employee performance. Intrinsically motivated employees can be seen from their proactive behavior and willingness to struggle in challenging environment.

For future researchers who are interested in the same topic, the researcher suggests to conduct further research to find the relationship between Training and Employee Performance and the relationship between Employee Engagement and Employee Performance by using deeper observation technique such as interview, focusing on one organization as the research object, or increasing the number of the research sample.

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