

The effect of intrinsic motivation on employee engagement with self-efficacy as mediating variables

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ABSTRACT

The purpose of this study is to analyze : (1) the effect of intrinsic motivation on employee engagement (2) the effect of intrinsic motivation on self-efficacy (3) the effect of self-efficacy on employee engagement (4) the effect of intrinsic motivation on employee engagement through self-efficacy. This study uses a causal research design. This study used a population of 42 civil servants from the Department of Manpower and Industry of Padang City. This study uses total sampling, which means that the total sample was the same as the total population of 42 people. Data were collected using a questionnaire with a Likert scale. This study uses data analysis techniques using SPSS 25 software. The results of data processing show that : (1) intrinsic motivation has a positive and significant effect on employee engagement at the Department of Manpower and Industry of Padang City (2) intrinsic motivation has a positive and significant effect on self-efficacy at the Department of Manpower and Industry of Padang City (3) self-efficacy has a positive and significant effect on employee engagement at the Department of Manpower and Industry of Padang (4) intrinsic motivation has a positive and significant effect on employee engagement through self-efficacy at the Department of Manpower and Industry of Padang City.

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INTRODUCTION

In a company, human resources is a very important factor because it plays a role in the company's managerial activities. These needs can refer to the characteristics of employees who are engaged with their work, namely employees with enthusiasm and high energy, and committed with their work (Innanen et al., 2014). Employee engagement is very important for any organization (Osborne & Hammoud, 2017). Therefore, growing employee engagement is a potential key to company competitive advantage (van Tuin et al., 2020).

Osborne & Hammoud, (2017) states that employee engagement is an employee who is dedicated and interprets his work so that he feels valuable and bound to his organization. Muliawan et al., (2017) emphasizes that the most important thing for companies to have are employees who have engagement and high loyalty so as to reduce the feeling to leave the company. Employees who have good engagement with the company where they work, then they will have great enthusiasm for work, sometimes even far beyond the main tasks stated in their work contract (Ardi et al., 2017).

Studies show that employee engagement can encourage innovation and creativity in employees (Ariyani & Hidayati, 2018), employees are more ready to accept changes in the organization (Matthysen & Harris, 2018), reduce absenteeism (Rongen et al., 2014), significantly increase work productivity (Hanaysha, 2016), and increase job satisfaction (Hanaysha, 2016) and motivated to improve performance to a level that exceeds the required job requirements (Ardi et al., 2017). Conversely, employees who do not have work engagement will have an impact on the desire to move, quit, or leave the workplace (Sundaray, 2011), decrease in employee welfare and performance (Knight et al., 2017), a significant increase in company expenses (Osborne & Hammoude, 2017).

According to Bakker & Demerouti (2007) also found that the factors that influence employee engagement are as follows: Job Resources, Saliency of Job Resources and Personal Resources. Therefore, the motivational factor is also one of them. Motivation is a set of psychological processes that have power within a person that causes movement, direction, effort, and persistence in the face of obstacles to achieve a goal (Lukito et al., 2016). The motivation received by an employee in the organization does not only come from the leadership (external) but also comes from the employee himself (internal) who is used to launch the existing work. This internal motivation is also known as intrinsic motivation. Intrinsic motivation is defined as the motivation that drives a person to excel within the individual, which is better known as the motivational factor (Safitri & Susanto, 2019). According to Khan & Iqbal, (2013) Intrinsic motivation in general has a greater influence on psychological aspects the employee engagement.

Here the relationship between intrinsic motivation and employee engagement will be stronger if it is followed by self-efficacy. Based on research Bedel, (2015) stated that motivation is significantly related to self-efficacy. With motivation, employees will get the driving force to be able to pursue goals and overcome obstacles they have (Ersanlı, 2015). When intrinsic motivation increases, this will also have an impact on employee engagement. According to Na-Nan & Sanamthong (2020), self-efficacy is a person's belief in their own ability to develop and create success by judging past experiences. Employees with higher levels of self-efficacy are less likely to give up or stop pursuing their job duties, On the other hand, employees with low levels of self-efficacy tend not to have the energy needed to complete their job tasks or survive in meet their job requirements (De Clercq et al., 2018).

The Department of Manpower and Industry of Padang City is one of the government agencies led by the Head of Department which is headquartered under and responsible to the Mayor through the Regional Secretary. To be able to carry out the mandated tasks, the Department of Manpower and Industry of Padang City must have employees who are able to take responsibility for the assigned tasks, one of which is having high employee engagement. Based on the author's interviews with several employees at the Department of Manpower and Industry of Padang City, there are still many employees who often ask for help from other employees to do one of the jobs that the employee cannot do or does not master these skills, for example in the field of computers. Even though the employee could have learned the skill. Then from the results of the author's interview, there are still many employees who are late to the office and leave the office early when they return home. This has violated the employee engagement aspect it self. According to Schaufeli & Bakker (2004) There are 3 aspects of employee engagement, namely: (a) Enthusiasm (Vigor), (b) Dedication (Dedication), (c) Appreciation (Absorption). According to research (Natalia Queen, 2020) problems in the vigor aspect where employees are often late for work. In the aspect of dedication, some employees do not do a good job. In the absorption aspect, some employees want to go home quickly from work, often do not come to work and do other activities outside of work.

LITERATURE STUDY

The effect of intrinsic motivation on employee engagement

Employee engagement very important for any organization (Osborne & Hammoud, 2017). Osborne & Hammoud, (2017) states that employee engagement is an employee who is dedicated and

interprets his work so that he feels valuable and bound to his organization. From the results of several previous studies, Engidaw, (2021) states that intrinsic motivation has a positive effect on employee engagement. Intrinsic motivation has a positive effect on employee engagement Miao et al., (2020). Singh, (2016) also results that intrinsic motivation has a positive effect on employee engagement.

H1: intrinsic motivation has a positive and significant effect on employee engagement

The effect of intrinsic motivation on self-efficacy

Bedel, (2015) stated that motivation is significantly related to self-efficacy. Khan, & Iqbal, (2013) states that intrinsic and extrinsic motivation has a strong positive effect on employee engagement.

H2 : intrinsic motivation has a positive and significant effect on self-efficacy

The effect of self-efficacy on employee engagement

Ardi et al., (2017), self-efficacy has a significant effect on employee engagement. Fajriah & Darokah, (2016) states that self-efficacy has a significant effect on employee engagement. self-efficacy has a significant effect on employee engagement (Firnanda & Wijayati, 2021). Ardi et al., (2017) produce self-efficacy has a significant effect on employee engagement. Then (Chen, 2016) also results in self-efficacy has a significant effect on employee engagement.

H3 : self efficacy has a positive and significant effect on employee engagement

The effect of intrinsic motivation on employee engagement through self-efficacy

The relationship between intrinsic motivation and employee engagement will be stronger if it is followed by self-efficacy. Based on research Bedel, (2015) stated that motivation is significantly related to self-efficacy. With motivation, employees will get the driving force to be able to pursue goals and overcome obstacles they have (Ersanlı, 2015). When intrinsic motivation increases, this will also have an impact on employee engagement.

H4 : intrinsic motivation has a positive and significant effect on employee engagement through self-efficacy

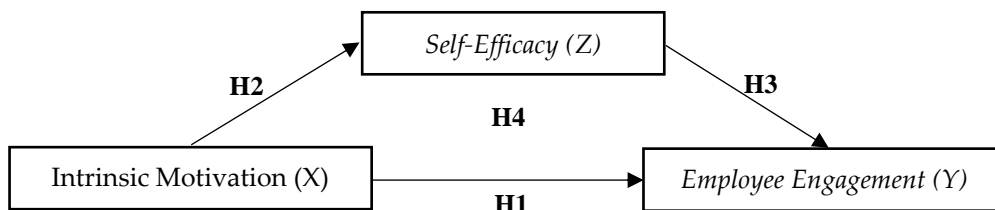


Figure 1. Conceptual Framework

METHOD

According to Lukito et al., (2016) population is a collection of individuals or research objects that have predetermined qualities and characteristics. The population in this study were 42 ASN at the Department of Manpower and Industry of Padang City. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018). The sampling technique in this research is total sampling. Total sampling is a sampling technique where the number of samples is the same as the population. So the number of samples in this study were 42 employees.

This type of research is a quantitative research. While the data sources used in this study are primary data and secondary data. According to Sugiyono, (2018) primary data is a data source that directly provides data to data collectors. According to Sugiyono, (2018) secondary data is a source of research data that indirectly provides data to data collectors, for example through other people or through documents.

In this study, the researcher used a questionnaire to collect information related to the research variables. The questionnaire is a collection of pre-formulated written questions in which the respondent records the answers, usually in closed alternatives (Sugiyono, 2018).

This study has three variables to be studied. Variables are all things that are used as material to be researched and studied by the author. The variables used include the dependent variable, independent variable, and moderating variable. According to Sugiyono, (2018) independent variables are often referred to as stimulus variables, predictors, antecedents that affect or can make changes to the dependent variable. The dependent variable in this study is employee engagement with 12 question items using a Likert scale. According to Sugiyono, (2018) the dependent variable is often referred to as the output variable, criteria, consequent. The independent variable in this study is intrinsic motivation with 32 question items using a Likert scale. According to Sugiyono, (2018) independent variables are often referred to as stimulus variables, predictors, antecedents that affect or can make changes to the dependent variable. The mediating variable in this study is self-efficacy with 14 question items using a Likert scale.

RESULTS

The characteristics of the respondents needed in this study were based on gender, age, last education and length of service of the respondents. A total of 42 respondents were involved in filling out this questionnaire and all respondents filled it out properly so that all data could be processed. Data on the characteristics of respondents can be seen in table 1.

Tabel 1. Data Characteristics of Respondents

Characteristic	Category	Amount	Percentage
Gender	Male	14	33%
	Female	28	67%
Age	< 25 years	0	0%
	26 - 35 years	2	5%
	36 - 45 years	18	43%
	46 - 55 years	16	38%
	> 56 years	6	14%
Last Education	High School	4	10%
	Diploma	4	10%
	Bachelor degree	27	64%
	Postgraduate (S2 & S3)	7	17%
Years Of Service	1-5 years	2	5%
	6-10 years	1	2%
	11-15 years	10	24%
	16-20 year	9	21%
	21-25 years	7	17%
	26-30 years	10	24%
	> 31 years	3	7%

To find out the results of research on the effect of intrinsic motivation on employee engagement with self-efficacy as a mediating variable at the Department of Manpower and Industry of Padang City, from the results of data processing carried out for each research variable, a description

was carried out with the aim of describing the proportion of respondents' answers to the variable research.

Table 2. Employee Engagement Frequency Distribution

No	Indicator	Average	TCR	Information
1	Vigor	3.92	78%	Enough
2	Dedication	3.93	79%	Enough
3	Absorption	3.52	70%	Enough
Accumulated Average Score		3.78	75.65%	Enough

Based on the results of processing employee engagement frequency distribution data with 3 indicators and 14 question items, it resulted in an average accumulated score of 3.78 with a TCR of 75.65% in the sufficient category. It can be concluded that the employee engagement of the Department of Manpower and Industry Padang City is still in the sufficient category and still needs to be improved.

Table 3. Intrinsic Motivation Frequency Distribution

No	Indicator	Average	TCR	Information
1	Achievements	3.27	65.44%	Enough
2	Recognition	3.51	70.24%	Enough
3	Work It Self	3.75	75.08%	Enough
4	Responsibility	3.82	76.35%	Enough
5	Advancement	3.49	69.80%	Enough
Accumulated Average Score		3.57	71.15%	Enough

Based on the results of processing frequency distribution to measure intrinsic motivation, the variables used are 5 indicators with 32 question items showing the accumulation of the average score 3.57 with a score and a respondent's achievement level (TCR) of 71.38% where the value is included in the sufficient category. This indicates that the intrinsic motivation variable at the Department of Manpower and Industry of Padang City is sufficient, but still needs to be improved by the Department of Manpower and Industry of Padang City leadership in order to increase employee engagement.

Table 4. Frequency Distribution of self-efficacy

No	Indicator	Average	TCR	Information
1	Magnitude	3.76	75.24%	Enough
2	Strength	3.86	77.24%	Enough
3	Generality	3.64	72.86%	Enough
Accumulated Average Score		3.76	75.28%	Enough

Based on the results of calculation frequency distribution to measure intrinsic motivation, the variables used are 5 indicators with 32 question items showing the accumulation of the average score 3.76 with a score and a respondent's level of achievement (TCR) of 75.28% where the value is included in the sufficient category. This indicates that the self-efficacy variable for the Department of Manpower and Industry of Padang City employees is sufficient, but still needs to be improved by the Department of Manpower and Industry of Padang City leadership in order to increase employee engagement.

Validity test is used to measure whether a questionnaire is valid or not. The way to make a decision is if r count is positive and r count $>$ r table then the question/statement item is declared valid and if r count is not positive and r count $<$ r table then the item of the question/statement is declared invalid (Ghozali, 2012). By using 42 respondents, then r table = 0.304. The results of all instruments were declared valid and worthy to be used as part of the instrument except for the intrinsic

motivation question items numbered 9, 17, 20, 23, 24, 25 and were declared removed from the research involvement.

Reliability is a measure of the stability and consistency of respondents' answers to problems related to each statement item. In this study, the reliability test of the measuring instrument used is Cronbach Alpha SPSS app Version 25. The results of the reliability test stated that all research instruments used were declared reliable or reliable and met the requirements to be used as measuring instruments. Therefore, the normality test can be carried out with the One Sample Kolmogorov-Smirnov test by looking at the significance of the normal residuals and the results obtained are normally distributed data.

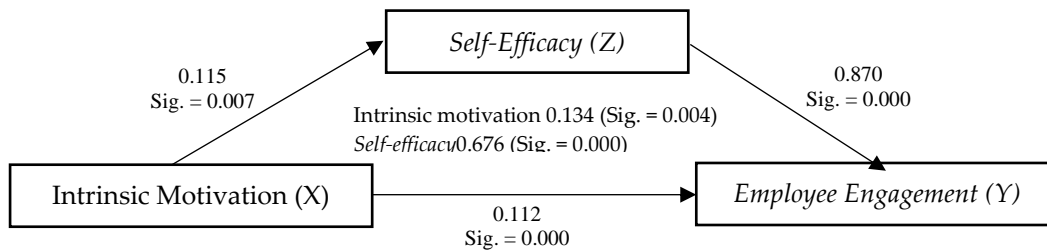


Figure 2. Results of Causal Step Analysis

There are three regression equations that must be estimated in the causal step method: Simple regression equation for the self-efficacy mediating variable (Z) on the independent variable intrinsic motivation (X). The analysis found evidence that intrinsic motivation was significant to self-efficacy with a significant value of $0.007 < = 0.05$ and the regression coefficient (a) = 0.115. Simple regression equation dependent variable employee engagement (Y) on the independent variable intrinsic motivation (X). The results of the analysis found evidence that intrinsic motivation was significant to employee engagement with a significant value of $0.000 < = 0.05$ and the regression coefficient (c) = 0.212. Simple regression equation for the dependent variable employee engagement (Y) on the independent variable self-efficacy (Z). The results of the analysis found evidence that self-efficacy was significant to employee engagement with a significant value of $0.000 < = 0.05$ and the regression coefficient = 0.870. The simple regression equation is the dependent variable of employee engagement (Y) on the independent variable of intrinsic motivation (X) and the mediating variable of self-efficacy (Z). The results of the analysis found evidence that intrinsic motivation was significant to employee engagement, after controlling for self-efficacy with a significant value of $0.000 < = 0.05$ and the regression coefficient (b) = 0.676. Furthermore, it is found that the direct effect c' is 0.134 which is smaller than $c = 0.212$. The effect of the independent variable intrinsic motivation on the dependent variable of employee engagement was reduced and significant $0.004 < = 0.05$ after controlling for the mediating variable self-efficacy.

The results of the analysis with the Sobel test show that the statistical value (z-value) for the influence of the self-efficacy variable as a mediating variable between the intrinsic motivation variable and employee engagement is equal to 2.51227085, and significant on Two-tailed probability with number 0.01199570. Because $z\text{-value} > 1.96$ or $p\text{-value} < = 0.05$, it can be concluded that the indirect effect is significant. In line with previous findings using the causal step method, the mediation hypothesis is supported.

DISCUSSION

The effect of intrinsic motivation on employee engagement

Based on the analyze of the frequency distribution analysis of the intrinsic motivation variable with accumulated average score of 3.56 with TCR of 71.15% in the sufficient category, it means that the intrinsic motivation of the Department of Manpower and Industry of Padang City employees needs to be improved. The results of the frequency distribution of the employee

engagement variable with an average score of 3.78 with a TCR of 75.65% in the sufficient category, which means that employee engagement at the Department of Manpower and Industry of Padang City needs to be improved.

Based on data analysis, intrinsic motivation has a positive significant on employee engagement at the Department of Manpower and Industry of Padang City at a significance of $0.000 < = 0.05$, this means that the first hypothesis which states that intrinsic motivation affects employee engagement is accepted. This means that the higher the intrinsic motivation of an employee of the Department of Manpower and Industry of Padang City, such as an internal drive to carry out tasks and work, the more employee engagement can be increased.

The higher the level of intrinsic motivation possessed by employees, the higher/better employee engagement at the Department of Manpower and Industry of Padang City. However, the company can still improve it because several indicators are in the sufficient category, namely by caring about employee performance because it will encourage these employees to do better in the future and appreciate the work of employees.

This finding is strengthened by research conducted Engidaw, (2021) states that intrinsic motivation has a positive effect on employee engagement. Intrinsic motivation has a positive effect on employee engagement Miao et al., (2020). Singh, (2016) also results that intrinsic motivation has a positive effect on employee engagement.

The effect of intrinsic motivation on self-efficacy

Based on the results of the frequency distribution analysis of the intrinsic motivation variable with an average score of 3.56 with a TCR of 71.15% in the sufficient category, it means that the intrinsic motivation of the Department of Manpower and Industry of Padang City employees needs to be improved. Based on the results of the frequency distribution analysis of the self-efficacy variable with an average score of 3.76 with a TCR of 75.28% in the sufficient category, which means self-efficacy the employees of the Department of Manpower and Industry of Padang City need to be improved again.

Based on data analysis, intrinsic motivation has a positive and significant relationship with self-efficacy at the Department of Manpower and Industry of Padang City at a significance of $0.007 < = 0.05$. this means that the second hypothesis which states that intrinsic motivation affects self-efficacy is accepted. This means that the higher the intrinsic motivation of an employee of the Department of Manpower and Industry of Padang City, such as an internal drive to carry out tasks and work, the higher the employee's self-efficacy and feel happy doing his job.

The higher the level of intrinsic motivation possessed by employees, the higher/better the self-efficacy of employees at the Department of Manpower and Industry of Padang City. This should be improved again by the company because some indicators are in the sufficient category, namely by giving awards to the work of employees because it will encourage the employee to do a better job in the future.

This finding is strengthened by research conducted Bedel, (2015) stated that motivation is significantly related to self-efficacy.

The effect of self-efficacy on employee engagement

Based on the results of the frequency distribution analysis of the self-efficacy variable with an average score of 3.76 with a TCR of 75.28% in the sufficient category, which means self-efficacy the employees of the Department of Manpower and Industry of Padang City need to be improved again. The results of the frequency distribution of the employee engagement variable with an average score of 3.78 with a TCR of 75.65% in the sufficient category, which means that employee engagement at the Department of Manpower and Industry of Padang City needs to be improved.

Based on data analysis, self-efficacy has a positive and significant relationship with employee engagement at the Department of Manpower and Industry of Padang City at a significance of $0.000 < = 0.05$. this means that the third hypothesis which states that self-efficacy affects employee

engagement is accepted. This means that the higher the self-efficacy of an employee of the Department of Manpower and Industry of Padang City, the higher employee engagement can be.

The higher the level of self-efficacy owned by employees, the higher/better the employee engagement at the Department of Manpower and Industry of Padang City. However, the company should be able to improve it because several indicators are in the sufficient category, namely by giving challenges to employees at work so that employees are enthusiastic and feel challenged to do the work.

This finding is strengthened by research conducted Ardi et al., (2017), self-efficacy has a significant effect on employee engagement. Fajriah & Darokah, (2016) states that self-efficacy has a significant effect on employee engagement. Chaudhary et al., (2012) produce occupational self-efficacy simultaneously positive effect on employee engagement. Self efficacy has a significant positive effect on employee engagement (Firnanda & Wijayati, 2021).

The effect of Intrinsic motivation on employee engagement through self-efficacy

The results of data analysis show that intrinsic motivation has a direct and indirect effect on employee engagement. Judging from the results of the data analysis intrinsic motivation has a positive and significant effect on employee engagement at the Department of Manpower and Industry of Padang City. This shows that intrinsic motivation can have a direct effect on employee engagement at the Department of Manpower and Industry of Padang City. This means that if the employee's intrinsic motivation is high, then employee engagement at the Department of Manpower and Industry of Padang City will also increase. Intrinsic motivation also has an indirect effect on employee engagement, namely through self-efficacy.

Based on the results of data analysis in this study, intrinsic motivation has an effect on employee engagement with self-efficacy as a mediating variable at the Department of Manpower and Industry of Padang City, partial mediation occurs because the results of the coefficient data analysis and the significance level of intrinsic motivation on employee engagement both decrease from the first level of significance, namely the first regression coefficient of 0.212 with a significance level of 0.000. while in the second data analysis the regression coefficient is 0.134 with a significance level of 0.000. while self-efficacy as a mediator obtained a significance value of 0.000. This shows that self-efficacy as a mediating variable has a significant effect on employee engagement.

CONCLUSION

1. There is a positive and significant influence between intrinsic motivation to employee engagement at the Department of Manpower and Industry of the City of Padang. This means that high intrinsic motivation such as encouragement from within to carry out tasks can increase employee engagement.
2. There is a positive and significant effect between intrinsic motivation towards self-efficacy at the Department of Manpower and Industry of the City of Padang. This means that high intrinsic motivation such as an internal drive to carry out tasks can increase performance self-efficacy.
3. There is a positive and significant effect between self-efficacy on employee engagement at the Padang City Department of Manpower and Industry. This means self-efficacy High levels of motivation such as an internal drive to carry out tasks can increase employee engagement.
4. There is a positive and significant effect between Intrinsic motivation on employee engagement with self-efficacy as a mediating variable at the Padang City Manpower and Industry Service. This means that self-efficacy mediates the relationship between intrinsic motivation and employee engagement.

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