

**THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT ON
THE INFLUENCES OF INTRINSIC MOTIVATION AND
TRAINING ON EMPLOYEE PERFORMANCE FOR
EMPLOYEES IN THE SPECIAL CAPITAL REGION OF
JAKARTA**

THESIS



**UNIVERSITAS
MERCU BUANA**

BY:

ADELIN ANUGRAH RAPHANI

43117010419

**MANAGEMENT PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
INTERNATIONAL UNDERGRADUATE PROGRAM
UNIVERSITAS MERCU BUANA
JAKARTA
2021**

**THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT ON
THE INFLUENCES OF INTRINSIC MOTIVATION AND
TRAINING ON EMPLOYEE PERFORMANCE FOR
EMPLOYEES IN THE SPECIAL CAPITAL REGION OF
JAKARTA**

THESIS

**Submitted to Fulfill One of the Requirements to Obtain a Bachelor Degree of
Economics on the Faculty of Economics and Business in Management
Universitas Mercu Buana, Jakarta**



**UNIVERSITAS
MERCU BUANA**

BY:

ADELIN ANUGRAH RAPHANI

43117010419

**MANAGEMENT PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
INTERNATIONAL UNDERGRADUATE PROGRAM
UNIVERSITAS MERCU BUANA
JAKARTA
2021**

THESIS ENDORSEMENT

Name : Adeline Anugrah Raphani
Student ID : 43117010419
Study Program : Bachelor Degree in Management, International Graduate Program
Thesis Title : The Mediating Role of Employee Engagement on the Influences of Intrinsic Motivation and Training on Employee Performance for Employees in the Special Capital Region of Jakarta
Date of Thesis Defense : February 16, 2021

Endorsed By:

Supervisor



Dr. Dewi Nusraningrum, S.Sos., M.Si.

Date: February 26, 2021

Chair of Defense



Dudi Permana, Ph.D.

Date: February 26, 2021

Dean of Faculty of
Economics and Business



Dr. Harnoyinsah, Ak., M.Si., CA.

Date: March 23, 2021

Head of Management
Department



Dr. Daru Asih, M.Si.

Date: March 23, 2021

STATEMENT OF ORIGINALITY

The undersigned below,

Name : Adeline Anugrah Raphani
Student ID : 43117010419
Place and Date of Birth : Jakarta, 29 September 1998
Study Program : Management

I hereby declare that the materials contained in my thesis:

“The Mediating Role of Employee Engagement on the Influences of Intrinsic Motivation and Training on Employee Performance for Employees in the Special Capital Region of Jakarta” is purely my own work and its undergraduate guidance and advice of my faculty supervisor from Universitas Mercu Buana. The work contained in this thesis has not been previously submitted for a degree or any other higher education institution. For the quotation then, I include the credit of the owner and source in accordance with applicable provision. I am willing to be sanctioned if this thesis is proven to commit plagiarism.

Thus, I convey this statement letter was made with sincerity.

Jakarta, January 2021



Adeline Anugrah Raphani
43117010419

ABSTRACT

The aim of this research is to analyze the mediating role of Employee Engagement on the influences of Intrinsic Motivation and Training to Employee Performance. This research is conducted from May to December 2020 at the Special Capital Region of Jakarta. The population of this research is 4,836,977 employees. 107 respondents are taken as the research sample using Slovin's formula with 10% error tolerance. Data are analyzed using Structural Equation Modeling with the help of SmartPLS 3 program. The research results show that Intrinsic Motivation has positive and significant direct influence to Employee Performance; however, it has negative and insignificant indirect influence on Employee Performance. Meanwhile, Training has negative and insignificant direct and indirect influence to Employee Performance. Employee Engagement fails to mediate the influences of Intrinsic Motivation and Training to Employee Performance.

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



ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Motivasi Intrinsik dan Pelatihan terhadap Kinerja Pegawai yang dimediasi oleh Keterikatan Pegawai. Penelitian ini dilakukan pada bulan Mei hingga Desember 2020. adalah pegawai di DKI Jakarta. Populasi penelitian ini sebanyak 4.836.977 pegawai. Sebanyak 107 responden diambil sebagai sampel menggunakan rumus Slovin dengan toleransi error sebesar 10%. Data dianalisis menggunakan Structural Equation Modeling yang dibantu oleh program SmartPLS 3. Hasil penelitian menunjukkan bahwa Motivasi Intrinsik secara langsung mempengaruhi Kinerja Pegawai; namun secara tidak langsung Motivasi Intrinsik berpengaruh secara tidak signifikan. Sementara itu, Pelatihan baik secara langsung maupun tidak langsung berpengaruh secara negatif and tidak signifikan terhadap Kinerja Pegawai. Keterikatan Pegawai gagal mediasi hubungan Motivasi Intrinsik dan Pelatihan terhadap Kinerja Pegawai.

Kata kunci: Kinerja Pegawai, Motivasi Intrinsik, Pelatihan, Keterikatan Pegawai



PREFACE

Praise to the Lord Jesus Christ for His grace and blessings to the author so that this thesis with the title of “The Mediating Role of Employee Engagement on the Influences of Intrinsic Motivation and Training on Employee Performance for Employees in the Special Capital Region of Jakarta” can be completed well and on time. This thesis is submitted as one of the requirements to obtain a bachelor degree in Management Program, Faculty of Economics and Business, Universitas Mercu Buana, Jakarta.

The author realizes that this thesis can be completed with the guidance, advice, and support from various parties, especially Dr. Dewi Nusraningrum, S.Sos., M.Si. as the supervisor of this thesis who has given her time and knowledge. The author would like to give appreciation to those who have contributed both directly and indirectly to the complement of this study, particularly to author’s beloved parents and siblings who always give love, prayers, and encouragement to the author as well as author’s friends who have helped and supported the author.

The author is fully aware that this thesis is still far from perfection due to the limited experience and knowledge of the author. Therefore, the author expects input and constructive criticism from various parties. Hopefully, this thesis is useful and can increase the knowledge especially for writers and readers in general. Final words with all sincerity and humility, the author apologizes if there are errors and weaknesses in this thesis.

Jakarta, January 2021



Adeline Anugrah Raphani

TABLE OF CONTENT

THESIS ENDORSEMENT	i
STATEMENT OF ORIGINALITY	ii
ABSTRACT.....	iii
ABSTRAK.....	iv
PREFACE.....	v
TABLE OF CONTENT.....	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF APPENDIX	xii

CHAPTER I INTRODUCTION

1.1. Research Background	1
1.2. Research Problem Identification, Limitations, and Formulation.....	6
1.2.1. Research Problem Identification	6
1.2.2. Research Problem Limitations	6
1.2.3. Research Problem Formulation	7
1.3. Research Purpose and Contributions	7
1.3.1. Research Purpose.....	7
1.3.2. Research Contributions	8

CHAPTER II LITERATURE REVIEW, THEORETICAL FRAMEWORK, AND HYPOTHESIS

2.1. Literature Review.....	9
2.1.1. Human Resource Management.....	9
2.1.1.1. Definition of Human Resource Management	9
2.1.1.2. Functions of Human Resource Management.....	10
2.1.2. Employee Performance	11

2.1.2.1. Definition of Employee Performance	11
2.1.2.2. Factors of Employee Performance	11
2.1.2.3. Dimensions and Indicators of Employee Performance	12
2.1.3. Intrinsic Motivation	12
2.1.3.1. Definition of Intrinsic Motivation.....	12
2.1.3.2. Factors of Intrinsic Motivation	14
2.1.3.3. Dimensions and Indicators of Intrinsic Motivation	14
2.1.4. Training	15
2.1.4.1. Definition of Training	15
2.1.4.2. Factors of Training.....	16
2.1.4.3. Dimensions and Indicators of Training.....	17
2.1.5. Employee Engagement.....	17
2.1.5.1. Definition of Employee Engagement.....	17
2.1.5.2. Factors of Employee Engagement	18
2.1.5.3. Dimensions and Indicators of Employee Engagement	19
2.2. Previous Research	20
2.3. Theoretical Framework	23
2.3.1. The Effect of Intrinsic Motivation to Employee Performance	23
2.3.2. The Effect of Intrinsic Motivation to Employee Engagement	24
2.3.3. The Effect of Training to Employee Performance	24
2.3.4. The Effect of Training to Employee Engagement.....	24
2.3.5. The Effect of Employee Engagement to Employee Performance.	25
2.4. Hypothesis.....	27

CHAPTER III RESEARCH METHOD

3.1. Research Time and Place	29
3.2. Research Design.....	29
3.3. Definition of Research Variables	29

3.4. Operationalization and Measurement of Variables.....	31
3.4.1. Operationalization	31
3.4.1.1. Employee Performance	32
3.4.1.2. Intrinsic Motivation	32
3.4.1.3. Training.....	33
3.4.1.4. Employee Engagement	34
3.4.2. Measurement of Variables.....	34
3.5. Research Population and Sample.....	35
3.5.1. Research Population	35
3.5.2. Research Sample	35
3.6. Data Collection Technique.....	37
3.7. Data Analysis Method.....	37
3.7.1. Quantitative Analysis	37
3.7.2. Partial Least Square Structural Equation Modeling (PLS-SEM) ..	37
3.7.3. Evaluation of the Measurement Models (Outer Model).....	38
3.7.3.1. Validity Test.....	38
3.7.3.2. Reliability Test.....	39
3.7.4. Evaluation of the Structural Model (Inner Model).....	40
3.7.5. Loading Factor (LF) Analysis	42

CHAPTER IV RESULTS AND DISCUSSIONS

4.1. Research Object Description.....	43
4.2. Research Results	43
4.2.1. Respondent Descriptive Analysis.....	43
4.2.2. Research Variable Description Analysis.....	45
4.3. Measurement Evaluation (Outer Model)	53
4.3.1. Validity Test	53
4.3.1.1. Convergent Validity.....	53

4.3.1.2. Discriminant Validity.....	58
4.3.2. Reliability Test	60
4.4. Structural Model Evaluation (Inner Model)	61
4.4.1. Coefficient of Determination Result	61
4.4.2. Predictive Relevance Result	62
4.4.3. Hypothesis Testing Results	63
4.4.4. Loading Factor (LF) Analysis	68
4.5. Discussion	72
4.5.1. The Effect of Intrinsic Motivation to Employee Performance	72
4.5.2. The Effect of Intrinsic Motivation to Employee Engagement	72
4.5.3. The Effect of Training to Employee Performance	73
4.5.4. The Effect of Training to Employee Engagement.....	73
4.5.5. The Effect of Employee Engagement to Employee Performance.	74
4.5.6. Most Influential Variable	74
4.6. Managerial Implication.....	75

CHAPTER V CONCLUSION AND RECOMMENDATION

5.1. Conclusion	76
5.2. Recommendation	77

BIBLIOGRAPHY	79
---------------------------	-----------

APPENDIX	84
-----------------------	-----------

LIST OF TABLES

Table 1.1 Pre-survey Results of Employee Performance Variable.....	3
Table 1.2 Pre-survey Results of Intrinsic Motivation Variable	3
Table 1.3 Pre-survey Results of Training Variable.....	4
Table 1.4 Pre-survey Results of Employee Engagement Variable	5
Table 2.1 Summary of Previous Research.....	20
Table 3.1 Definition of Research Variables.....	30
Table 3.2 Employee Performance Variable Operationalization	32
Table 3.3 Intrinsic Motivation Variable Operationalization.....	32
Table 3.4 Training Variable Operationalization	33
Table 3.5 Employee Engagement Variable Operationalization.....	34
Table 3.6 Likert Scale Values.....	35
Table 3.7 Validity Test Rules of Thumb for Evaluating Outer Models	39
Table 3.8 Coefficient of Determination Rule of Thumb.....	40
Table 3.9 Predictive Relevance Criterion	41
Table 4.1 Description of Respondents	44
Table 4.2 Employee Performance Answer Frequency Distribution	45
Table 4.3 Intrinsic Motivation Answer Frequency Distribution.....	47
Table 4.4 Training Answer Frequency Distribution.....	49
Table 4.5 Employee Engagement Answer Frequency Distribution.....	52
Table 4.6 Research Variables Outer Loadings Output I.....	54
Table 4.7 Cross-Loadings Analysis	58
Table 4.8 Heterotrait-Monotrait (HTMT) Ratio	60
Table 4.9 Cronbach's Alpha and Composite Reliability Values	61
Table 4.10 R ² Value.....	61
Table 4.11 Relationship between Constructs.....	64
Table 4.12 Intrinsic Motivation Loading Factor (LF) Output	70
Table 4.13 Training Loading Factor (LF) Output.....	71

LIST OF FIGURES

Figure 2.1 Theoretical Framework.....	26
Figure 2.2 Path Analysis Model.....	27
Figure 4.1 Path Analysis Outer Loadings Output I.....	56
Figure 4.2 Path Analysis Outer Loadings Output II	57
Figure 4.3 Bootstrapping Output	63
Figure 4.4 Path Analysis	64
Figure 4.5 Loading Factor Analysis Output	69



LIST OF APPENDIX

Appendix 1 Pre-survey Research Questionnaire	86
Appendix 2 Research Questionnaire.....	89
Appendix 3 Data of Respondents	95
Appendix 4 Data of Questionnaire.....	98
Appendix 5 SPSS Output.....	117
Appendix 6 SmartPLS Output	138

