

## THE EFFECT OF INTRINSIC MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE THROUGH WORK DEMAND AS INTERVENING VARIABLE

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**Abstract:** The objective of this research aims to determine the effect of Intrinsic Motivation and Self Efficacy on Employee Performance with Work Demand as Intervening Variable. The research location is in Demak Regency. The population used is the staff of the Education and Training Agency of Demak Regency. The sample was taken from 59 respondents. The research data came from two sources, namely primary data and secondary data. The research is quantitative research. The sampling method used a purposive random sampling technique. The collected data is then analyzed using Structural Equation Modeling (SEM) with Smart PLS software. The result of this study shows Intrinsic Motivation has no effect on Work Demand, Self-Efficacy has a strong positive and significant effect on Work Demand, Work Demand has a strong enough, positive and significant effect on Employee Performance, Intrinsic Motivation has a fairly strong positive and significant effect on Employee Performance, and Self-Efficacy has a significant and positive effect on Employee Performance.

**Keywords:** *intrinsic motivation, self efficacy, work demand and employee performance*

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### 1. Introduction

In the era of globalization, Human Resources are one of the main determining factors in driving organizational activities in carrying out the organization's vision and mission to achieve goals and win the competition. Employees who have good performance are part of the expectations of an organization that provides jobs to them. This means that the organization must improve the performance of its company through improving the performance of its human resources. Work Demands are all physical, psychological, social and organizational aspects of a job that require ongoing physical and psychological effort and skills, thus requiring certain physical and psychological sacrifices. In the safety context, Work Demands include excessive workloads, competition, and situational constraints such as poor equipment or perceived risks and hazards (Crawford et al., 2013).

Work is one of the activities to meet the needs of life, especially materially. Someone who does not have work motivation will not be able to work optimally. According to Thomas (2009) "Work motivation is an impulse in a person to do or do a task or activity as well as possible in order to achieve high performance". Human resources must have motivation in carrying out their work so that they can provide encouragement to be able to work hard and be happy to do their work, Hayati and Chaniago (2012). Thomas (2009) states that motivation

has two types, namely intrinsic and extrinsic motivation. Intrinsic motivation is a motivation or encouragement from within each individual without any coercion from others.

Intrinsic motivation is an impulse from within each individual to do something (Cerasoli, et.al, 2009). Intrinsic motivation can be related to the real rewards obtained by HR such as salary, job security, position, promotion, contract, work environment, and working conditions. However, there are several different results in the researches on intrinsic motivation toward HR performance. Cinar's research (2011) states that intrinsic motivation and extrinsic motivation have a significant positive effect on HR performance, this is contrary to the results of Muslih's research (2012) which states that intrinsic motivation has a positive but no significant effect on HR performance.

Facing unpleasant conditions in the organization, one must have a high self-confidence. These individual abilities must be trained and managed effectively to achieve individual goals. In this case Bandura (2006) calls it self-efficacy because according to Bandura, HR must have different abilities by being able to organize strategies that are in accordance with goals and complete these strategies well even in difficult circumstances. Self-efficacy is one of the most influential aspects of self-knowledge in everyday human life because self-efficacy also influences individuals in determining the actions to be taken to achieve a goal, including making estimates of the challenges that will arise.

There are several researches on self-efficacy that shows it has a significant influence on HR performance (Megan et al., 2007; and Wang and Noe, 2010), however this is contrary to the results of Timothy et.al. (2007) and Hsiu Fen (2013) which state that self-efficacy has no significant effect on performance. The Education and Training Personnel Board of Demak Regency is required to obtain and utilize existing resources to achieve its goals. This includes empowering existing human resources. The Education and Training Personnel Board of the Demak Regency is a government agency that provides excellent service to the State Civil Apparatus in improving the education and training of employees.

According to Flippo (2001), the existing staffing problems include the high level of absenteeism and the high rate of delay in working hours. If a company has a high absentee level, it means that employee performance is low. Kronos (2013) states that the level of employee absenteeism has a major impact on employee productivity. This research is reinforced by Gunadi (2016) which states that the level of absenteeism affects employee performance, one of the factors that makes it difficult to achieve company goals since it has an influence on overall performance. Discipline attitude is a personal reflection of a person. Employees with high discipline attitudes reflect that their self-efficacy is also high. These individual employees have low absenteeism levels and are able to manage their time and abilities to complete work on time and obtain effective and efficient results (Nurul Hikmah & Hari Susanta, 2018).

By viewing and paying attention to the gap phenomenon and the gap research mentioned above, research was conducted with the title "The Influence of Intrinsic Motivation and Self Efficacy on Employee Performance through Work Demand as an Intervening Variable (Study at the Education and Training Personnel Board of Demak Regency)".

## **2. Hypothesis Developments**

### **2.1. Employee Performance**

Performance is part of the work of a human resource, and human resources lead to the achievement of high performance for the progress of the organization. Human resources will

achieve that objective with all their capabilities, and this needs support from the organization to be able to encourage a human resource to achieve its performance (Tarricone and Luca, 2015).

Human resource performance is measured through 3 criteria, namely: quality, quantity and knowledge. According to Manzoor et al (2011), human resource performance is the success of a human resource person in completing the work activities. Performance itself is the result of work done by human resources in a certain period. The achievement of the expected performance is also influenced by the level of cooperation carried out by human resources. A human resource is part of the function and there is an interaction between strong motivation and the capabilities of the human resource. Mas'ud (2016) shows that the purpose in setting performance goals is to set up useful goals by evaluating the work results at the end of the period and managing the process of the work results during the period.

## 2.2. Work Demand

Demerouti (2011) explains that Work Demands or psychological demands are a description of how hard a person works (how hard you work). Work Demands are called by Hansez and Chiniel (2010) as an undimensional construct, which means that it only has one dimension, namely the demands of the job itself. This dimension relates to a person's perception of how hard he works, where the sub-dimensions used are workload, psychological burden, time pressure, and personal conflict (Shaufeli and Wilman, 2014).

Thus, it can be concluded that Work Demands are a person's perception of how hard he works. The indicators used are workload, time pressure, and personal conflict (Karasek & Theorell, 1990). Bailien et.al (2010) states that Work Demand has an impact on increasing performance. The results of Verma's research (2012) shows task demands have a significant influence on performance. The higher the willingness of the HR in facing the demands of the work, the higher the performance.

## 2.3. Intrinsic Motivation

Byron and Khazanchy (2012) state that the intrinsic motivation greatly influences a person in developing his competence which leads to an increase in his performance. According to Cho et.al (2012) intrinsic motivation is an ability to direct employees to want to work well so that employee and company goals can be achieved. It can be concluded that intrinsic motivation is the motivation that drives a person seeking achievement that comes from within each individual. Intrinsic Motivation variable measurement in this study are achievement, recognition, and the work itself (Thomas, 2009).

Cinar Cinar (2011) and Cerasoli et.al, (2014) state that intrinsic motivation has a significant positive effect on HR performance. Or in other words, the more intrinsically motivated human resources are, the higher the performance will be. Verma (2012) states that in the process of recruitment and promotion of human resources it is necessary to involve elements of intrinsic motivation. and extrinsic motivation so that only highly motivated human resources are able to give the best contribution to the company / organization. Human resources who have intrinsic motivation at work are shown by the existence of an urge in a person to do or do a task or activity as well as possible in order to achieve the best performance. Intrinsic motivation at work is important so that it becomes part of organizational activities in the process of coaching, developing and directing human resources at work, Buller and Mc Evoy (2012). Intrinsically motivated human resources have

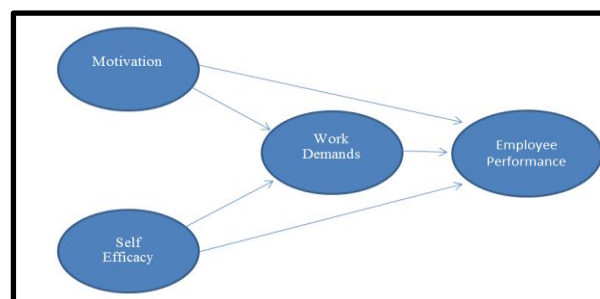
better performance because for them working is a blessing, so they have the strength from within themselves to face the demands of the existing work (Thomas, 2009; Schaufeli, 2011).

#### 2.4. Self-Efficacy

According to Coutinho (2008), self-efficacy is the generative ability possessed by individuals including cognitive, social, and emotional. These individual abilities must be trained and managed effectively to achieve individual goals. This is what Bandura calls self-efficacy because according to Bandura, they have different abilities by being able to organize strategies that are in accordance with their goals and complete the strategies even in difficult circumstances. Research conducted by Schwartz & Gottman (1976) states that individuals often experience failure even though they know what to do and have the ability to do it.

Wang and Noe (2010) conclude that the definition of self-efficacy is a concept that specifically controls beliefs in an individual's ability to perform certain goals. In addition, Timothy et.al (2007) states that self-efficacy is generally understood as a certain or specific task, but self-efficacy also refers to the belief in an individual's ability to cope with various demands and situations. Based on the description presented, it can be concluded that self-efficacy is the belief and ability possessed by individuals in achieving goals with task difficulties under various conditions, able to think positively, self-regulate, and have positive beliefs.

The results of research by Rimper and Lotje (2014) state that self-efficacy has a significant influence on performance. The higher self-confidence / self-efficacy, the higher the performance of the human resources.



Picture 2.1 Research Framework

### 3. Research Methodology

#### 3.1. Population and Sample

##### a. Population

The population is employees of the Education and Training Personnel Agency in Demak Regency as many as 59 employees.

##### b. Sample

About 59 respondents are taken from the overall population sample.

#### 3.2. Operational and Indicator Description

##### 1. Employee Performance

The results of work both in terms of quality and quantity are based on predetermined work standards (Robbins et.al. 2009). The indicators are as the following:

##### a. Quality of work

##### b. Quantity of work results

- c. Punctuality
- 2. Work Demands  
 Work Demands are defined by a person's perception of how hard he works (Karasek & Theorell, 1990). The indicators are as the following:
  - a. Workload
  - b. Psychological burden
  - c. Time pressure
- 3. Intrinsic Motivation  
 The motivation that drives a person to achieve that comes from within the individual (Thomas, 2009). The indicators are as the following:
  - a. The success of achieving the target
  - b. Recognition/ award
  - c. The work itself
- 4. Self Efficacy  
 According to Bandura (1997) Self-Efficacy is the belief and ability possessed by individuals in achieving goals with task difficulties in various conditions, being able to think positively, self-regulating, and having positive beliefs. The indicators are as the following:
  - a. Success experience
  - b. Other people's experience

### 3.3. Data Analysis Method

The analytical technique used in this study uses the concept of Structural Equation Modeling (SEM) with the Partial Least Square (PLS) program. Partial Least Square (PLS) analysis is a powerful analytical method because it does not have to assume data with certain measurements, can be applied to all data scales, does not require many assumptions and sample size (Ghozali, 2008).

## 4. Results

### 4.1. Measurement (Outer) Model Evaluation

This model specifies the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variable.

Validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if it is able to reveal something that will be measured by the questionnaire. This test is carried out using a measure of convergent validity in PLS. The convergent validity value of each indicator can be seen from the loading value. Individual indicators are considered valid if they have a loading value above 0.70, however, in the research stage of the scale development stage, loading 0.50 to 0.60 is still acceptable.

Table 4.2 Result for Cross Loading

	X1	X2	Y1	Y2
x1.1	0.569			
x1.2	0.836			
x1.3	0.711			
x2.1		0.877		
x2.2		0.764		
y1.1			0.793	

y1.2			0.821	
y1.3			0.840	
y2.1				0.907
y2.2				0.816
y2.3				0.721

Source: PLS Data Processing, 2019

From Table 4.2 it can be inferred that these conditions have been met so that all the constructs in the estimated model meet the criteria of good discriminant validity, meaning that the results of data analysis can be accepted because the values that describe the relationship between constructs are developing. Measurement of reliability by using 2 (two) ways, namely:

a. Composite Reliability

If the composite reliability value between constructs and their indicators gives good results, which are above 0.70, where the loading factor is 0.70 or above.

Table 4.3 Composite Reliability

Intrinsic Motivation	0.753
Self-Efficacy	0.806
Work Demands	0.859
Employee	0.858

Source: PLS Data Processing, 2019

Table 4.3 shows the results of the composite reliability of each good construct, which is above 0.7. According to Chin (1998) an indicator is said to have good reliability if its value is above 0.70 and can be maintained and accepted at a value of 0.50 to 0.60. It can be seen here that the value for all variables has a composite reliability value of > 0.5, meaning that it has a good reliability value and can be used for further research processes. What is meant by reliable here is that the indicators used in real research are in accordance with the real conditions of the research object.

b. Other than composite reliability

To assess the reliability of a construct, it can also be done by looking at the Average Variance Extracted (AVE) and comparing the AVE root value with the correlation value between constructs. The following table 4.4 and table 4.5 provide the SmartPLS output.

Table 4.4 Correlation Between Latent Constructs

	X1	X2	Y1	Y2
X1	1			
X2	0.548	1		
Y1	0.682	0.717	1	
Y2	0.555	0.691	0.720	1

Source: PLS Data Processing, 2019

Table 4.5 AVE and AVE ROOT

Average variance extracted (AVE)	AVE
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X1	0.510	0.714
X2	0.676	0.822
Y1	0.670	0.818
Y2	0.671	0.819

Source: PLS Data Processing, 2019

The AVE root value for each variables which are intrinsic motivation, self-efficacy, Work Demands, and employee performance was higher than the correlation value between the constructs and this means the constructs have high discriminant validity

#### 4.2 Structural Model Testing ( Inner Model )

After the estimated model meets the discriminant validity criteria, the structural model test (inner model) is then carried out. Assessing the inner model is used to see the relationship between latent constructs by looking at the estimation results of the path parameter coefficients and their level of significance (Ghozali Imam, 2008). Below is the R-square value on the construct:

Table 4.6 R-Square

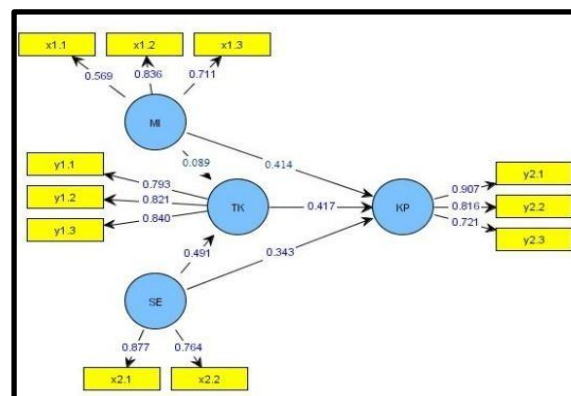
	R-square
X1	
X2	
Y1	0.634
Y2	0.585

Source: PLS Data Processing, 2019

Table 4.6 shows that the R-square value of the Work Demand construct (Y1) is 63.40%. This means that the intrinsic motivation and self-efficacy variables can explain the work demands of 63.40%, while the remaining ( $100\% - 63.40\% = 36.60\%$ ) is explained by other variables. The R-square of employee performance construct (Y2) is 58.50%. This means that work motivation, self-efficacy and work demands are able to explain employee performance (Y2) by 58.50%, while the remaining ( $100\% - 58.50\% = 41.50\%$ ) is explained by other variables.

#### 4.3. Research Model

The results of data processing using PLS software tools, the output of the loading factor construct structure model which will explain the relationship between the constructs is shown in the following figure:



Picture 4.2 PLS Algorithm Result Display

#### **4.4. Discussion**

The effect of intrinsic motivation on work demands based on the results of the PLS test in table 4.8 above on the first hypothesis, the influence of intrinsic motivation ( $x_1$ ) on work demands ( $y_1$ ). It is known that result of the original sample is 0.089, the value of t-count (0.558) < t-table (2 .00), and the p-value is 0.720 > 0.05. This means that the intrinsic motivation does not have a significant positive effect on work demands, meaning that the better the intrinsic motivation, the less work demands will be.

The effect of Self-Efficacy on Work Demands based on the results of the PLS test in table 4.8 above on the second hypothesis, the effect of self-efficacy ( $x_2$ ) on work demands ( $y_1$ ). It is known that the original sample estimate result is 0.491, the value of t-count (4.115) > t-table (2.00), and the p-value is 0.000 < 0.05. This means that Self-efficacy has a significant and positive effect on work demands, meaning that the better self-efficacy, the higher work demands.

The effect of Intrinsic Motivation on Employee Performance based on the results of the PLS test in table 4.8 above against the third hypothesis; the result of the original sample is 0.414, the t-count value is 2.673 > t-table (2.00) and the p-value is 0.000 < 0.05. There is a significant and positive influence of intrinsic motivation on employee performance, meaning that the better the intrinsic motivation, the better the employee's performance.

The effect of Self-Efficacy on Employee Performance based on table 4.8; the original sample value is 0.343; t-count value 2.673 > t-table value (2.00), and the p-value is 0.020 < 0.05. It can be concluded that Self-Efficacy has a significant and positive influence between self-efficacy on employee performance which means that the better self-efficacy the more it will improve employee performance.

The effect of Work Demands on Employee Performance based on table 4.8; the original sample value is 0.417; t-count value 2.684 > t-table value (2.00), and p-value is 0.031 < 0.05. It can be concluded that work demands have a significant and positive influence between work demands on employee performance.

## **5. Closure**

### **5.1. Conclusion**

Intrinsic motivation has no significant effect on work demands. This result is evidenced by the parameter coefficient value of 0.089 and the value of t-count (0.558) > t-table (2.00). This means that the better the intrinsic motivation, it does not increase the work demands.

Self-Efficacy has a strong, positive and significant effect on work demands. This result is evidenced by the parameter coefficient value of 0.491 and the value of t-count (4.115) > t-table (2.00). This means that the better the self-efficacy, the higher the work demands.

Work demands have a strong, positive and significant effect on employee performance. This result is evidenced by the parameter coefficient value of 0.417 and the t-count value of 2.684 > t-table (2.00). This means that the better the work demands, the better the employee performance.

Intrinsic motivation has a strong, positive and significant effect on employee performance. This result is evidenced by the parameter coefficient value of 0.414 and the value of t-count (3.425) > t-table (2.00). This means that the better the intrinsic motivation, the better the employee performance.

Self-Efficacy has a significant effect with a moderately positive value on employee performance. This result is evidenced by the parameter coefficient value of 0.343 and the



value of t-count (2.673) > t-table (2.00). This means that the better the self-efficacy, the higher the employee performance.

### **5.2. Suggestion**

Based on the results of the cross loading for each indicator of the lowest Intrinsic Motivation on the indicator of Success in Achieving the Target of 0.569, the employees should be able to improve their competencies and be oriented to the values of worship by assuming work is a blessing.

Based on the results of the cross loading for each indicator of the lowest Self-Efficacy on Other People's Experience of 0.764, the employees of the Education and Training Personnel Board of Demak Regency need to learn from the experiences of other people or seniors for related tasks that have never been done.

Based on the results of cross loading for each indicator of the lowest Work Demands on Time Pressure increases by 0.721. This means that it is necessary to pay attention to the time of task execution so that employees can minimize work errors.

### **5.3. Research Limitations**

This research is still limited to one institution that is the Education and Training Personnel Board of Demak Regency so that the research results cannot be generalized properly. Respondents' answers are sometimes inconsistent, especially in open statements, so they cannot provide a true picture of the actual conditions.

### **5.4. Future Research Agenda**

It is necessary to identify appropriate intervening variables to encourage strengthening the influence of work demands on human resource performance, such as emotional stability, coworkers support, commitment and so on.

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