

# The Relationship between Motivation, Engagement and Performance of Employee

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**Abstract**—The purpose of this study was to find out the relationship of motivation, engagement and performance of employees. The study is a survey. Samples were randomly selected as many as 200 employees. The population is whole employees at Office of the Ministry of Religion throughout Bengkulu Province. There are three latent variables, that is motivation, engagement and performance employee. The research instruments were the questionnaires of motivation, engagement and performance employee. Each latent variable was one instrument. Data analysis techniques are structural equation modeling. The results: there is a positive direct effect of motivation on Engagement Employee. There is a positive direct effect of motivation on problem Performance Employee. Finally, there is a positive direct effect of Engagement Employee on self-efficacy.

**Keywords**—motivation; engagement; performance employee

## I. INTRODUCTION

Employee engagement in organizational activities becomes something important, also motivation. However, the impact of employee engagement on organizational performance has attracted much debate over the past two decades [1]. Numerous types of motivation gear (rewards) are being set in sort to improve the efficiency of employees throughout their Engagement in particular job roles [2]. In order to remain competitive, organisations must encourage positive employee engagement as a strategic tool to attain a competitive advantage for the organization [1].

The material motivation appeared to be strongly preferred by all employees in investigated industrial enterprises even though there are differences in male and female perception of particular motivational factors [3]. On the other hand, according to Sequeira employees can be motivated to work with many things, such as a sense of achievement, recognition, enjoy work, promotion opportunities, responsibilities, and opportunities for personal growth [4]. Employee motivation and performance are directly tied to the applied management style and on the principle of positive or negative reinforcement.

According to Spakovska and Vanek, the committed and competent workforce belongs among key factors affecting company success [3]. Employee performance depends on knowledge, work conditions and their motivation to work. The employee motivation depends on stimuli, which are present in

the individual's environment or used by other people in order to reach desired change in individual's behavior.

Results of Sequeira's research, that are employees come to office not just because they are paid. They come to office because they believe office is a place where they get to learn. Hence they love their job. About 90% of the respondents could recollect and name the motivation programs. Awareness about the programs among employees is very high. Not all the employees feel management involved them in decision making. They have varied opinion when it comes to involvement by superiors in decision making. As the number of programs exclusively for motivation is less, they feel a need to implement more programs which can further motivate them and make them perform better.

Employee performance is a set of employee work behaviors in carrying out basic tasks and functions that contribute, either positively or negatively in achieving organizational goals measured through the following indicators: (1) mastering tasks that must be carried out, (2) employee efforts in completing their duties, (3) mastering the process of implementing employee duties, and (4) taking professional action for the success of the task [5].

Three psychological conditions for engagement. That are a) Psychological meaningfulness: feeling worthwhile and valuable when work is challenging and creative; b) Safety: employing oneself without fear of negative consequences to self-image, career; c) Availability: possessing the physical, emotional and psychological resources required to employ oneself in the role performance [6].

The motivational factors were four intrinsic (i.e. interesting work, job appreciation, job satisfaction, stress) and four extrinsic factors (i.e. job security, promotion & growth, good wages, recognition) [6].

The results of Shaheen and Farooqi's study, that are employee motivation is positively related to Employee commitment, Job involvement and Employee engagement. This paper discussed the implications of these findings on employee motivation, commitment, engagement and job involvement [7]. Employee motivation is very important in organizations because it is basically the practice on which outcome depends. Motivated and committed employees are more innovative and often come up with creative ideas. Such

employees become more engaged and involved and contribute in growth of organization.

The employees who hold jobs that offer high levels of autonomy, task variety, task significance and feedback are more highly engaged and, in consequence, receive higher performance ratings from their supervisors, enact more organizational citizenship behaviours and engage in fewer deviant behaviours [8]. The results of Jaiswal et al. study, that are employee engagement is one phenomenon which is only going to develop when employees are more involved in their work [9]. Satisfaction of employees have relationship with the Employee Engagement as denotes by the result of this study but study explained that Employee Engagement have no relationship with the Employee Motivation. One of the possible reasons of this negative relationship is lower involvement of worker. There is a gender difference for Employee Engagement and Employee Motivation but no difference was found for Job Satisfaction.

The concludes of a study were high performance of employee is supported by high employee engagement, high job motivation, and as well as high job satisfaction [10]. The study also found that employee engagement positively and significantly influenced employee performance. Job motivation has a positive and significant effect on employee performance. There is a positive direct effect of job satisfaction on employee performance. Also, work motivation has a direct effect on employee performance.

The conclusion of a study Khan and Iqbal, that there is positive relationship between intrinsic motivation and employee engagement, and extrinsic motivation and employee engagement [6]. Furthermore, it is also accomplished that both intrinsic and extrinsic motivation has strong positive impact on employee engagement. From the results it is also concluded that the relationship and impact of extrinsic motivation was stronger on employee engagement as compared to intrinsic motivation.

According to Mariza that interesting work, job security, good pay, bonuses, and management support were effective variables to improve motivation of the employees of manufacturing company [11]. The necessary to consider that work environmental and co-workers, and all of this were able to motivate the employees to work better. Also, when the employees' motivation is high will be reflected on their job satisfaction, better career, higher responsibility and feeling involved. The indicators of motivation are Good Wages, Job Security, Promotions and Growth Opportunities, Recognitions, Interesting Work, Appreciation, Job Satisfaction, Stress Reduction [2]. Thus, we interested to study relationship of motivation, engagement and performance employee.

## II. METHOD

The study is a survey at Office of the Ministry of Religion throughout Bengkulu Province. Samples were randomly selected as many as 200 employees. The population is whole employees at Office of the Ministry of Religion throughout Bengkulu Province. We examined the relationship of motivation, engagement and performance employee. There are three latent variables, that is self-efficacy, mathematical

abilities and problem solving abilities. There are three latent variables, that is motivation, engagement and performance employee. The research instruments were the questionnaires of motivation, engagement and performance employee. Each latent variable was one instrument. Data analysis techniques are structural equation modeling. We use LISREL 9.1 services to test structural models. This is for the direct and indirect influence of latent variables.

## III. RESULTS AND DISCUSSIONS

The indicators of motivation are Good Wages (X1), Job Security (X2), Promotions and Growth Opportunities (X3), Recognitions (X4), Interesting Work (X5), Appreciation (X6), Job Satisfaction (X7), and Stress Reduction (X8). The indicators of engagement are psychological meaningfulness (X9), safety (X10) and availability (X11). Also, indicators Variable of Employee performance were mastering tasks that must be carried out (X12), employee efforts in completing their duties (X13), mastering the process of implementing employee duties (X14), and taking professional action for the success of the task (X15). Data were analyzed by using Lisrel 9.1. The results of data analysis are presented in Figure 1 (Basic Model Standardized Solution).

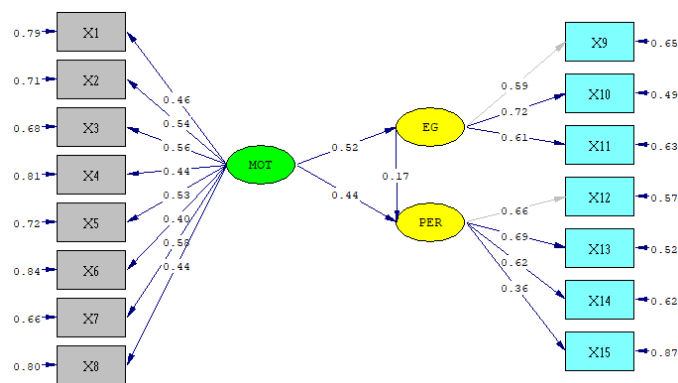


Fig. 1. Basic model standardized solution.

Next, we are present the flow diagram of the Lisrel test results, namely the Basic Model of T-Value (see Figure 2). This diagram determines the significance of the direct effect between latent variables. This is a statistical hypothesis test to determine whether the research hypothesis is accepted or not.

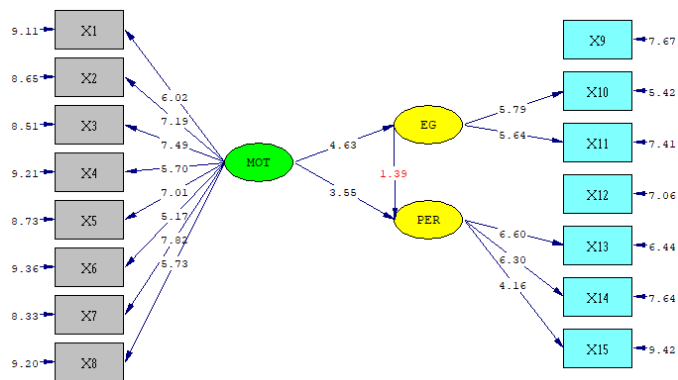


Fig. 2. Basic model T-values.

Based on Figure 1 and Figure 2, we can determine the validity of each indicator variable and the reliability of each latent variable. In addition, we can determine the significance

of each indicator variable. We present all of this in Tables 1, 2 and 3.

TABLE I. VALIDITY & RELIABILITY OF MOTIVATION

Indicator	SLF $\geq 0.50$	Standard Errors	t-value	Declaration	Reliability	
					CR $\geq 0.70$	VE $\geq 0.50$
X1	0.46	0.79	6.02	Good validity	0.78	0.34
X2	0.64	0.71	7.19	Good validity		
X3	0.66	0.68	7.49	Good validity		
X4	0.44	0.81	5.70	Good validity		
X5	0.63	0.72	7.01	Good validity		
X6	0.40	0.04	5.17	Good validity		
X7	0.68	0.66	7.82	Good validity		
X8	0.44	0.8	6.73	Good validity		

Based on Table 1 shows that there are eight observed variables (X1-X8) for the latent motivational variables that have passed the validity test, because they meet the requirements, namely the loading factor value  $\geq 0.50$  even though there are four that are  $<0.50$ , but t-values  $\geq 1.96$  for all indicators. Thus, construct reliability (CR) is  $0.78 \geq 0.70$ ,

indicating that the reliability test of the motivational variable produces good values. So, motivation has good consistency. Although variance extracted (VE)  $<0.53$  (this is an optional test).

TABLE II. VALIDITY & RELIABILITY OF EGAGEMENT EMPLOYEE

Indicator	SSLF $\geq 0.50$	Standard Errors	t-value $> 1.96$	Declaration	Reliability	
					CR $\geq 0.70$	VE $\geq 0.50$
X9	0.89	0.65	**	Good validity	0.74	0.5
X10	0.72	0.49	5.79	Good validity		
X11	0.61	0.63	5.64	Good validity		

To explain the indicator variables for **Engagement Employee**, see Table 2. The table confirms the validity of the seven observed variables (X4 - X10) on the variable **Engagement Employee**. The seven observed variables are valid. This is in accordance with the provisions that the loading

factor value is  $\geq 0.50$  and t-value  $\geq 1.96$ . For reliability, the value of construct reliability (CR) is  $0.86 \geq 0.70$ , indicating that the reliability test of the variable **Engagement Employee** produces good values. Thus, **Engagement Employee** have good consistency.

TABLE III. VALIDITY & RELIABILITY OF PERFORMANCE EMPLOYEE

Indicator	SLF $\geq 0.50$	Standard Errors	t-value $> 1.96$	Declaration	Reliability	
					CR $\geq 0.70$	VE $\geq 0.50$
X12	0.66	0.57	**	Good validity	0.82	0.53
X13	0.69	0.52	6.60	Good validity		
X14	0.62	0.62	6.30	Good validity		
X15	0.86	0.07	4.16	Good validity		

The last latent variable is **Performance Employee**. Referring to Table 3, there were all valid indicator variables. This was fulfilling the value of loading factor  $\geq 0.50$  and t-value  $\geq 1.96$ . For construct reliability value (CR) is  $0.73 \geq 0.70$ , indicating that the reliability test of the **Performance Employee** variable was good values. This also means that **Performance Employee** have good consistency.

Furthermore, we test the existence of a direct influence between the variables MOT, EG and PER. The path diagram shows that the t-value is tested by Ho's statistical hypothesis, with the alternative hypothesis as follows.

- H1: There is a positive direct effect of motivation on **Engagement Employee**.

- H2: There is a positive direct effect of motivation on problem **Performance Employee**.
- H3: There is a positive direct effect of **Engagement Employee** on self-efficacy.

Finally, consider the t-value for the direct effect of the MOT on EG in Figure 2. The result is that t-value =  $4.63 > 1.96$ , means that Ho is rejected for a significance level of 95%. So, there is a positive direct effect of motivation on **Engagement Employee**. This is supported that the impact of extrinsic motivation and intrinsic motivation on employee's engagement. As we know that many of the staff receives different amounts of Extrinsic and Intrinsic rewards [2].

#### IV. CONCLUSION

We concluded that there is a positive direct effect of motivation on **Engagement Employee**. There is a positive direct effect of motivation on problem **Performance Employee**. Finally, there is a positive direct effect of **Engagement Employee** on self-efficacy.

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