

# The influence of competence and intrinsic motivation on innovative behaviour with meaningfulness of work as a mediator

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## ABSTRACT

This study aims to examine the significance of the influence of competency and intrinsic motivation on innovative behaviour with work performance as a mediation. This study uses a quantitative approach with a sample size of 45 respondents selected using total sampling technique. Data analysis was carried out using Structural Equation Modeling (SEM) using the Partial Least Square (PLS) analysis tool. The results of the study prove that: (1) Competence has no significant effect on employee innovative behaviour; (2) Intrinsic motivation has a positive and significant effect on employee innovative behaviour; (3) Competence has a positive and significant effect on work meaningfulness; (4) Intrinsic motivation has a positive and significant effect on meaningfulness at work; (5) Work meaningfulness has a positive and significant effect on innovative behaviour; (6) Work meaningfulness mediates the effect of competence on innovative behaviour; and (7) Meaningfulness at work mediates the effect of intrinsic motivation on innovative behaviour.

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## 1. Introduction

Bureaucratic reform is in line with the demands of the community for the performance of government agencies which are getting higher, resulting in organisations being faced with the challenge of being able to improve services to the community. In carrying out services to the community, of course, human resources are needed. Human resources are the most important asset in running a government bureaucracy. Humans are active and dominant actors in every organisational activity, where humans become planners, actors and determinants of the realisation of organisational goals. Human resources in organisations need to be managed properly in order to achieve a balance between employee needs and the demands and capabilities of the organisation. The realisation of good performance is highly dependent on the productivity of employees within the agency. Qualified resources that are able to do more than usual are the most important factor in achieving the goals of the organisation. Participation of all employees will be achieved if there is willingness from each individual. This innovation is certainly not obtained from outside the organisation but from every employee in the organisation. Innovation is an individual action directed towards the interests of the organisation in which the introduction and application of new ideas are beneficial (De Jong & Den Hartog, 2007). Employees who have innovative behaviour are needed so that organisations can improve services so that they are always dynamic in achieving predetermined targets. To understand the innovative behaviour of the State Civil Apparatus (ASN), it refers to previous research. Some researchers have found that employees' innovative behaviour is triggered by leadership, personality, motivation, competence, and worker attitude (Ekaterina S. Bjornali and Liv Anne Støren, 2012)(Ekaterina S. Bjornali and Liv Anne Støren, 2012)(Siregar et al., 2019). In conducting observations to see the innovative behaviour of employees, researchers used an observation protocol which included, 1) aspects observed, 2) targets observed, and 3) observation procedures.

From the observations made, it can be concluded that there are several things related to employee innovative behaviour, namely; 1). employees are more likely to work only based on tupoksi and lack of new ideas; 2). Lack of new ideas submitted by employees for the progress of the organisation; 3). Only a few employees present ideas for organisational progress; 4). Lack of employee motivation to implement the ideas presented by their colleagues.

Another factor that influences innovative behaviour is competence. The results of research conducted by (Khalili, 2016)(Santoso & Heng, 2019) state that there is an influence of competence on innovative behaviour. According to (Sudarmanto, 2014), competencies are characteristics related to superior and or creative performance in the job. competence really helps the company to know the extent to which an employee can work optimally and contribute in accordance with the wishes of the company. Employees who have competence can carry out the assigned tasks in accordance with existing guidelines and procedures. With the competence possessed by employees so that they can behave innovatively in providing creative ideas, new innovations so that they can realise the goals of the agency to serve the community well. In addition to competence, intrinsic motivation has an important role in influencing employee behaviour in innovation. Research conducted by (Chen et al., 2010) states that employees who have high Intrinsic Motivation can influence Innovative Behaviour. According to (Robbins, 2009) motivation is a process that determines the intensity, direction, and provision of individuals in an effort to achieve goals. Motivation is the most important thing in encouraging employee enthusiasm in doing a job. (Stephen P., 2006) mentioned that motivation can be divided into intrinsic motivation and extrinsic motivation. Intrinsic motivation is related to the drive from within the individual to work better. The source of this motivation can come from challenging work, responsibility, recognition from superiors and the organisation.

In creating innovative behaviour and competence as well as intrinsic motivation, it is also influenced by other factors. seen from the meaningful-work factor. The results of research by (F. Bawuro et al., 2020) say a strong influence on innovative behaviour in this case work meaningfulness acts as a mediator or intermediary between the relationship between intrinsic motivation and innovative behaviour. When a person is recognised in an agency, he will show and optimise his competencies and increase intrinsic motivation in order to create innovative behaviour to provide optimal results, and vice versa when a person is not recognised in an agency, he will not highlight his competencies and do work only casually so that it has a negative impact on the unit where he works. In that case, previous research has only focused more on the outcomes of competence and intrinsic motivation, such as organisational commitment, individual performance, and job attachment. This means that the way competence and intrinsic motivation through meaningfulness of work has not been tested.

## 2. Research Method

The research method used in this research is a quantitative approach. According to (Sugiyono, 2016) states that quantitative research is a quantitative research method. is a quantitative research method that can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative / statistical with the aim of testing hypotheses that have been tested. data analysis is quantitative / statistical with the aim of testing the hypothesis that has been determined. Data processing in this study used smartPLS SEM (Partial Least Square - Structural Equation Modeling) software. PLS has the ability to explain the relationship between variables and the ability to perform analyses in one test. The purpose of PLS is to help researchers confirm the theory and to explain whether or not there is a relationship between latent variables. According to (Ghozali, Imam, 2016) the PLS method is able to describe latent variables (not directly measured) and measured using indicators. directly) and measured using indicators. The author uses Partial Least Square because this research is a latent variable that can be measured based on indicators. latent variable that can be measured based on its indicators so that the The author can analyse with clear and detailed calculations. This research uses the SEM (Structural Equation Modeling) model with the help of PLS (Partial Least Square) software. In detail, the SEM model in PLS has two stages, namely: Outer model analysis, According to (Husain, 2015) outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid and reliable) and This inner model will be used to test the hypothesis, but before testing this, we must determine the goodness of fit test in this study.

### 3. Results And Discussions

This study uses the structural equation modelling analysis method using SmartPLS (Partial Least Square) software, which is a variant-based structural equation analysis that can simultaneously test the measurement model and test the structure model. The measurement model is used for validity and reliability tests. While the structure model is used for causality testing (hypothesis testing with prediction models).

#### a. Outer Model

Outer model analysis explains how each indicator block relates to its latent variable. This outer model will later be used to assess validity and reliability.

#### 1. Validity Test

According to (Sekaran, 2016) to test the validity of variables with reflective indicators can be seen from the correlation between indicators and variables. Individual indicators will be considered valid or convergent validity, if they have a correlation value above 0.70. However, a loading factor of 0.50 to 0.60 is still acceptable by looking at the output results of the correlation between indicators and variables.

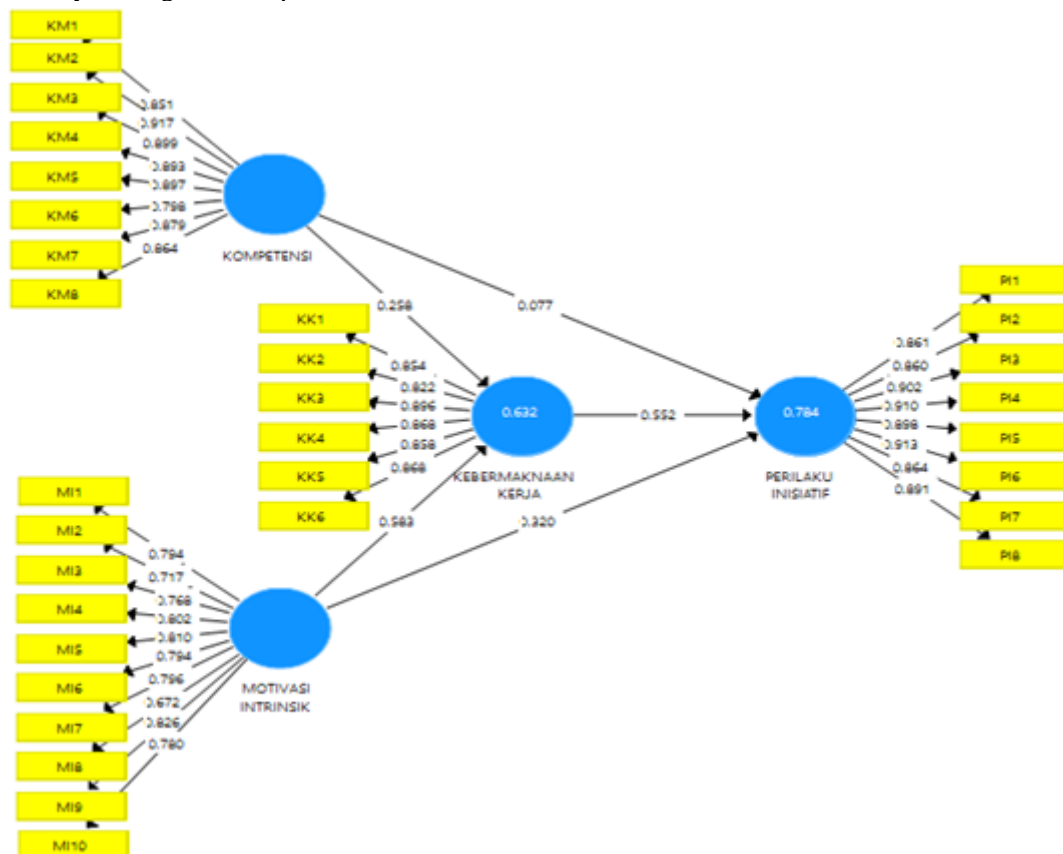


Figure 1. Initial PLS Measurement Model

Figure 1 shows the initial form of the indicator validity measurement model on the parent variable. In the validity measurement model, it can be seen that the indicators are not valid because there are still indicators that have a loading factor value below 0.7 or do not have good convergent validity. Therefore, it is necessary to re-estimate the relationship model between variables by removing indicators that fall into the low loading factor category, which is below 0.7 in order to have good convergent validity. Based on the results of PLS testing, only the intrinsic motivation variable has ten question items and there is one that is invalid because it does not meet the criteria for a loading factor  $\geq 0.7$  so it must be discarded.

Table 1. Discarded Statement Items on Intrinsic Motivation Indicators

Variable	item code	Loading Value
Motivasi Intrinsik	MI8	0,672

Source: Results of processing with SMARTPLS

After the invalid items are discarded, the variable model is re-estimated, so the final form of the validity measurement model can be seen in Figure 2 as follows:

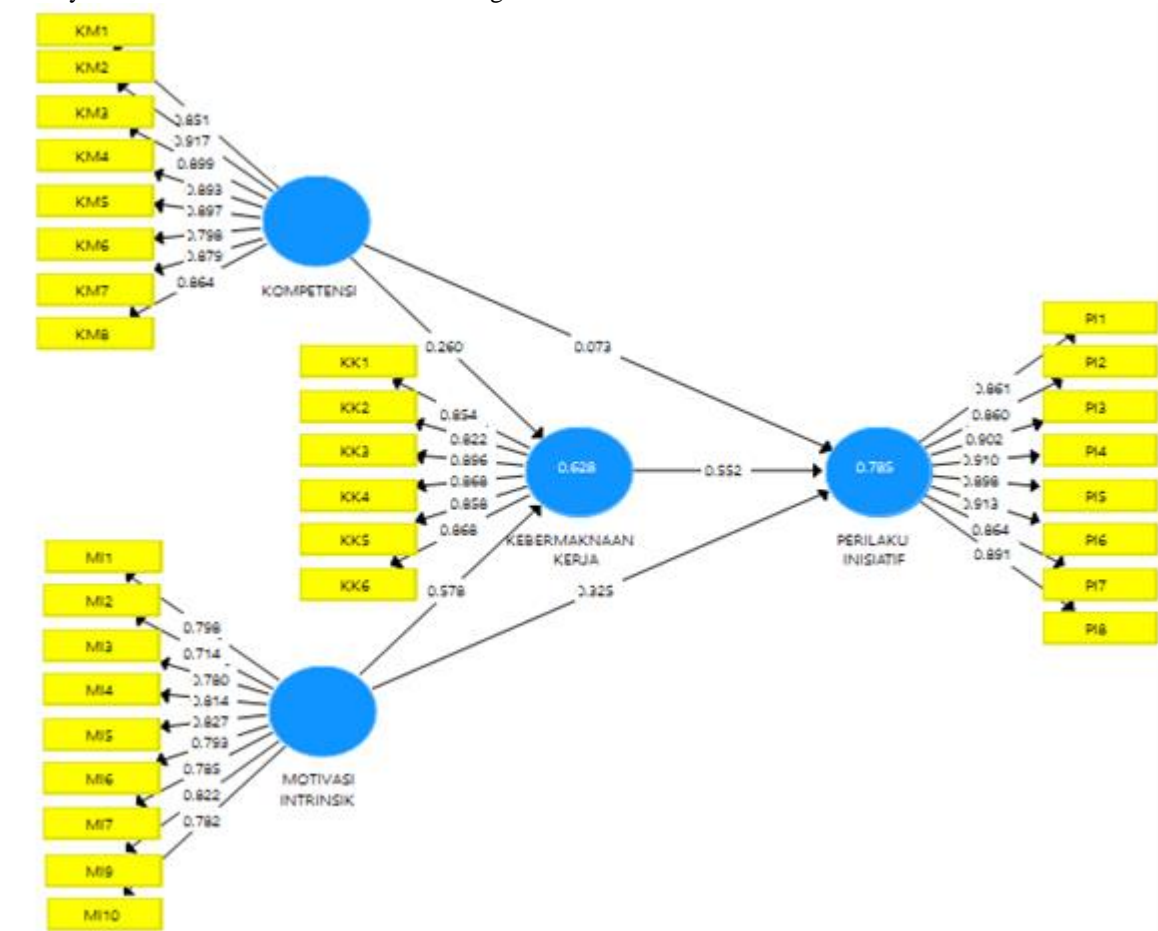


Figure 2. Second PLS Measurement Model

After re-estimation by discarding question items whose loading factor value is less than 0.7, it is obtained that all variable indicators have fulfilled convergent validity.

2. Reliability Test

The reliability test is carried out by looking at the composite reliability and Cronbach alpha values of the indicator block that measures the variable. The results of composite reliability and Cronbach alpha will show a satisfactory value if it is above 0.7. The following are the results of composite reliability from the SmartPLS output

Tabel 2. Reliabilitas dan Validitas Konstruk

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Meaningfulness of Work	0,930	0,933	0,945	0,742
Competence	0,956	0,957	0,963	0,766
Intrinsic Motivation	0,925	0,927	0,938	0,626
Innovative Behaviour	0,961	0,962	0,967	0,788

Source: Results of processing with SMARTPLS

Based on table 2, it shows that the composite reliability value for all constructs is above 0.7, which indicates that all indicators of the estimated variables meet the criteria or are reliable.

b. Inner Model

This inner model will be used to test the hypothesis, but before testing this, we must determine the goodness of fit in this study.

1. Goodness of Fit (GoF) Test

Goodness of fit can be evaluated by looking at the r-square value. The higher the r-square value, namely the resulting value must be close to 1, the stronger the accuracy of the model used in this study. In this study, there is one r-square that can be seen, namely the r-square value of the innovative behaviour variable.

**Table 3.** R Square Test Results

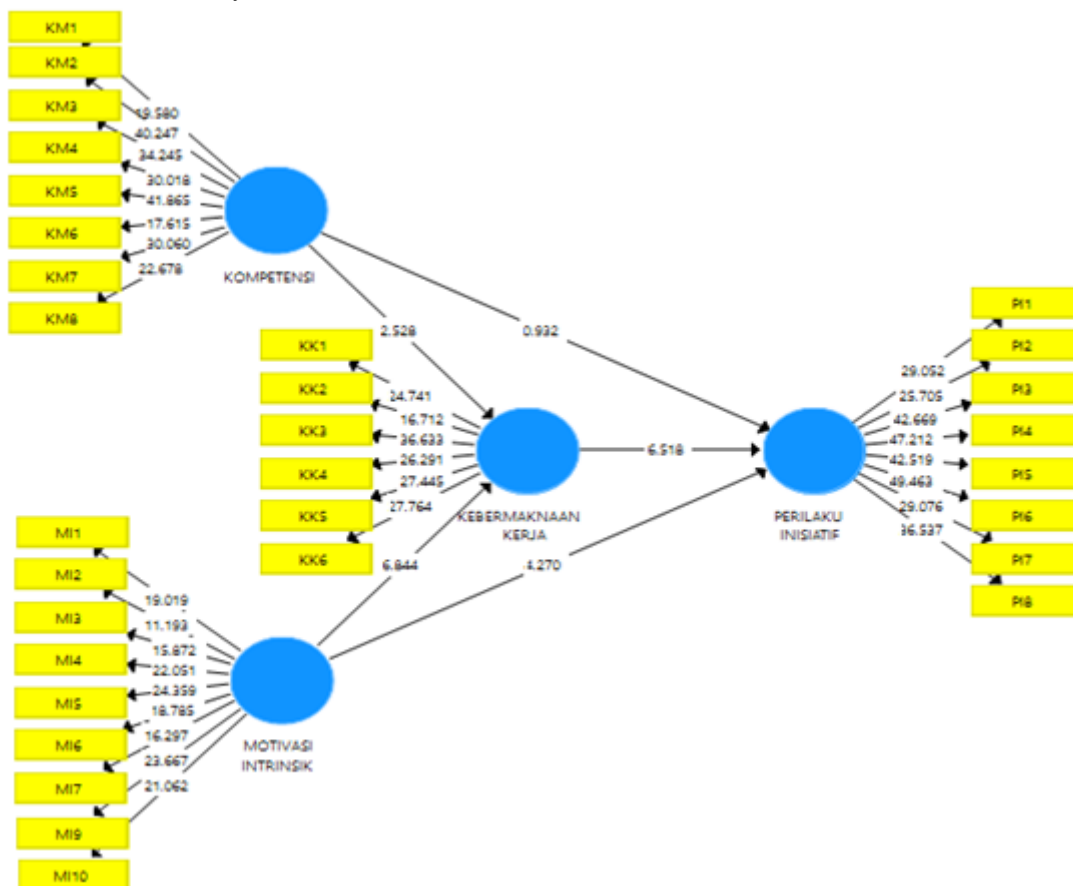
	R Square	R Square Adjusted
Meaningfulness of Work	0,628	0,623
Innovative Behaviour	0,785	0,780

Source: Results of processing with SMARTPLS

The R Square value of innovative behaviour with a mediating effect is  $0.785 > 0.2$ , so the model is said to be feasible. The magnitude of the influence of the independent variable through the mediating variable on the independent variable is 78.5%, the remaining 21.5% is influenced by other models.

2. Hypothesis Test

Hypothesis testing is a test to see whether or not the hypothesis under study is answered, where to find out whether the hypothesis is accepted or rejected by looking at the resulting statistical t value. If the t statistic value  $\geq 1.96$ , the hypothesis is accepted or significant, on the other hand, the t statistic value  $< 1.96$ , the hypothesis is rejected or insignificant. Hypothesis one in this study uses a direct relationship while Hypothesis two in this study uses moderation.



**Figure 3.** Direct Effect Hypothesis Test Results

Based on the picture above, the results of hypothesis testing can be seen in the table below:

**Table 4.** Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Competence -> Innovative Behaviour	0.073	0.065	0.078	0.932	0.352
Intrinsic Motivation -> Innovative Behaviour	0.325	0.329	0.076	4.270	0.000
Competence -> Meaningfulness of Work	0.260	0.259	0.103	2.528	0.012
Intrinsic Motivation -> Meaningfulness of Work	0.578	0.576	0.085	6.844	0.000
Meaningfulness of Work -> Innovative Behaviour	0.552	0.555	0.085	6.518	0.000

Source: Results of processing with SMARTPLS

## Discussion of Research Results

### 1. Competence affects innovative behaviour

Based on the results of the analysis, it shows that competence is not significant on innovative behaviour in employees, so the first hypothesis is rejected because competence does not have a direct influence on innovative behaviour. The results of this study are in line with the results of research conducted by (Setyadhi & Masdupi, 2021) which states that competence has no influence on innovative behaviour. This finding is not in line with (Setyadhi & Masdupi, 2021) theory which states that the effectiveness of innovative behaviour will be achieved if workers' basic motives, such as autonomy-competence and the desire to build social synergy, are able to provide encouragement for workers to explore new ideas. This research also contradicts the results of research (Siregar et al., 2019) which states that competence is a factor that influences innovative behaviour. Employee competence can be measured from work experience, educational background, knowledge, skills, and knowledge.

### 2. Intrinsic motivation affects innovative behaviour

Intrinsic motivation affects innovative behaviour. Employees who have high motivation can increase innovative behaviour because motivation is a determinant in directing the power and potential within. This means that high motivation will lead to innovative behaviour. The results of this study are in line with the results of research by (Chen et al., 2010) shows that employees who have high work intrinsic motivation affect innovative behaviour. While the results of research (Siregar et al., 2019) state that motivation is a factor that influences innovative behaviour and research conducted by (Nardo et al., 2019) states that motivation has an influence on innovative behaviour.

### 3. Competence affects the meaningfulness of work

Based on the results of the analysis, it shows that competence has a positive and significant effect on the meaningfulness of work in employees, this finding is supported by the theory put forward by Stephen (Thanh Quang, 2022), competence is an ability or capacity of a person to perform various tasks in a job, where this ability is determined by intellectual and physical factors. If someone has high competence, he will be more valued where he works. The results of the study are also in line with research (Rivai, 2013) which states that there are four psychological satisfactions that substantially affect the meaningfulness of work, namely cross-cultural, autonomy (sense of will), competence (sense of success), relatedness (sense of caring relationships), and kindness (sense of making a positive contribution).

### 4. Intrinsic motivation affects the meaningfulness of work

Based on the results of the analysis, it shows that intrinsic motivation has a positive and significant effect on the meaningfulness of work in employees This is supported by the theory of (Greenberg, 2003) that meaningfulness of work can help a person deepen their understanding of themselves and their work environment. And someone can deepen their personal growth. (de Jong & Kemp, 2003) Employees will be dedicated solely because they feel they have the opportunity to actualise or realise their maximum self-realisation.

#### 5. Work meaningfulness affects innovative behaviour

Based on the results of the analysis, it shows that work meaningfulness has a positive and significant effect on innovative behaviour in employees. This finding is supported by the theory According to (Wibowo, 2009) work meaningfulness can help a person deepen their understanding of themselves and their work environment and a person can deepen their personal growth. This is also in line with the results of research by (Friday & Friday, 2003) stating that meaningfulness at work has a positive effect on innovative behaviour, meaning that when someone is given recognition for the results of their work, they will show innovative behaviour by coming up with creative ideas in advancing the unit where they work.

#### 6. Work meaningfulness mediates the effect of competence on innovative behaviour

Based on the results of the study, it shows that work meaningfulness mediates the effect of competence on innovative behaviour, these findings are corroborated by the theory according to (Wibowo, 2009) competence is the ability to carry out or perform work or tasks based on skills and knowledge and supported by the work attitude required by the job. Components of competence according to Spencer and Spencer in (Sutrisno, 2013) there are five aspects, namely motives, traits, self concept, knowledge and skills. According to (Carmeli et al., 2006), the effectiveness of innovative behaviour will be achieved if the basic motives of workers, such as competence-autonomy and the desire to build social synergy, are able to provide encouragement for workers to explore new ideas. Building social synergy as a representation of the external self-concept implies mutually beneficial cooperation and a feeling of belonging. Meanwhile, competence is the central motive of employees in perceiving their ability to be able to do something precisely and correctly.

#### 7. Work meaningfulness mediates the effect of intrinsic motivation on innovative behaviour.

Based on the results of the study, it shows that work meaningfulness mediates the effect of intrinsic motivation on innovative behaviour, this can be seen from the P value of intrinsic motivation on innovative behaviour through work meaningfulness of  $0.000 < 0.05$ , so the hypothesis is accepted. This means that there is a positive and significant effect of intrinsic motivation on innovative behaviour mediated by work meaningfulness. The results of this study are in line with research conducted by (F. A. Bawuro et al., 2019)) and state that work meaningfulness can mediate the relationship between intrinsic motivation and innovative behaviour. This finding is also supported by the theory according to (Rivai, 2013) defining the meaning of work is an individual's appreciation in fulfilling economic needs by working in a work environment.

## 4. Conclusion

Based on the analysis and discussion, it can be concluded as follows: 1). Competence has no significant effect on employee innovative behaviour; 2). Intrinsic motivation has a positive and significant effect on employee innovative behaviour; 3). Competence has a positive and significant effect on work meaningfulness. competence has a direct influence on work meaningfulness in other words, when employees have the potential to perform various tasks in a job, they will make a positive contribution to the unit where they work; 4). Intrinsic motivation has a positive and significant effect on meaningfulness at work. Intrinsic motivation has a direct effect on meaningfulness at work, in other words, employees will be dedicated to the unit where they work only because they feel they have the opportunity to activate and realise their maximum self-realisation; 5). Work meaningfulness has a positive and significant effect on innovative behaviour. This means that when employees can be appreciated for their work by the unit where they work, it can foster innovative behaviour in them so that new creative ideas and innovations will be created for the progress of the agency; 6). Work meaningfulness mediates the effect of competence on innovative behaviour. there is a positive and significant effect of competence on innovative behaviour mediated by meaningfulness at work in other words, when the unit where he works acknowledges the contribution of employees who have competence, without being asked, these employees will look for ideas and implement them for the progress of their unit; 7). Meaningfulness at work mediates the effect of intrinsic motivation on innovative behaviour. For future researchers, it is recommended to examine and deepen innovative behaviour from the factors that influence it so that it provides even more benefits.

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