

## The Impact of Human Resource Management and Member Motivation on Member Engagement in the Jakmania Cirebon

Muhammad Rizky<sup>1\*</sup>, Dharliana Hardjowikarto<sup>2</sup>, Juwita<sup>3</sup>  
Universitas Swadaya Gunung Jati

**Corresponding Author:** Muhammad Rizky [ajar31559@gmail.com](mailto:ajar31559@gmail.com)

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### ARTICLE INFO

*Keywords:* HR Management, Member Motivation, Member Involvement, Supporter Community, PLS-SEM

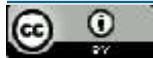
*Received :* 21, December

*Revised :* 23, February

*Accepted:* 25, April

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### ABSTRACT

This study aims to analyze the influence of human resource management and member motivation on member involvement in The Jakmania Cirebon community. The study used an associative quantitative approach with 70 active members of respondents selected through purposive sampling techniques. Data collection was carried out using a questionnaire based on the Likert scale, while data analysis used the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS. The results of the study show that human resource management does not have a significant effect on member engagement, so organizational structural mechanisms have not been the main factor in encouraging the participation of supporter community members. Conversely, member motivation has a positive and significant effect on member engagement.

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## INTRODUCTION

The human resource system in an organization is a dynamic process, including recruitment and selection, job assessment, and training that allows the organization to acquire, develop, and apply its resources to achieve high performance and ultimately a competitive advantage (Ferguson & Reio, 2010). Thus, the quality of human resources is basically greatly influenced by the effectiveness of the systems implemented in the organization.

The study of the relationship between HR management and organizational performance or employee performance was found in research conducted by MacDuffi (1995) and Zacharatos et al., (2005). MacDuffi (1995) and Zachartos et al., (2005) include the aspect of human resource management as part of the overall production management aspect, before being linked to organizational performance or employee performance. MacDuffi includes a set of production systems, work systems, and HR management policies as indicators of the organization; while Zachratos et al. included work system clusters, HR management policies and leadership as indicators of high-performance organizational practices.

Arifin (2013) said that in general, human resource management in an organization includes creating an organizational structure, conducting job analysis, job description, formulating employee demand plans (man poser planning), calculating workload analysis, and development processes (people development). It is mentioned by Sunyoto (2013) that there are 3 principles, namely service-oriented, and building opportunities for human resources to play an active role in the organization, and being able to find the soul of the organization's human resources interpreneur who want access to all human resources in the organization.

Motivation is an effort made by a person, human beings in particular, to achieve determination and energy movement and to reach the peak of the realization of energy determination requires maximum effort (Jurnal et al., 2023). In motivation, strength or encouragement is a factor in changes to individuals. Motivation is important to improve performance and to develop innovation and creativity. Motivation is a process by which a person can make an effort to direct and maintain dedication in his work to achieve goals (Pujianto et al., 2022). According to Samsudin (2010), motivation is the process of influencing or encouraging a person or work group from the outside so that they want to carry out something that has been set.

The involvement of members in an organization is one of the things that is very important to increase the effectiveness of the organization (Hung, 2008). Organizations that have high work involvement will be serious about doing their tasks and tend to worry about their work when it is not finished or is not satisfactory. This is because they have a high self-esteem for their duties and these tasks are part of their lives. As a result, members of organizations who have high work involvement want to perform well for the organization (Hung, 2008). Involvement also affects organizational quality. Rahati et al., (2015) stated that work involvement is an internalization related to good values related to how important cooperation between people in the organization is.

The Jakmania Cirebon is one of the supporter communities that has developed through a long journey, which was founded by Bang Piskul in 2008. At that time, he took the initiative to form a community of Persija supporters in Cirebon after getting to know Elung, a member of Jak Pasar Minggu. Together with some colleagues such as Aga & Doyok, they began to pioneer communities with limited means of communication, relying on stickers and Persija attributes to find members. The first meeting was held in early 2009 in front of Kompas Cirebon with ten members, and although they faced unpleasant incidents, their enthusiasm did not recede until finally The Jakmania Cirebon was officially established on November 1, 2009. In its development, the new generation under the leadership of Bang B succeeded in registering an official bureau with the center on June 28, 2025. Today, the community has around 130 active members with the local slogan "Persija Dugi Pejah" (Persija to death), as a form of love and a strong local identity that reflects the members' emotional connection to the club.

Overall, human resource management, motivation, and member involvement are interrelated aspects in shaping the effectiveness and sustainability of an organization. Proper HR management allows organizations to maximize the potential of their members, while motivation and engagement encourage increased performance, commitment, and positive contributions.

Based on this background, this study aims to find out how these three aspects shape the dynamics of membership in the supporter community. This study highlights how internal management systems, motivational drives, and engagement rates affect the quality of member participation. In addition, this study illustrates how management practices and interactions between members are able to foster a sense of belonging, commitment, and solidarity. By understanding the relationship between these variables, this research is expected to contribute to the development of support organization management strategies to be more effective, inclusive, and sustainable.

## LITERATURE REVIEW

### *Human Resource Management (X1)*

Human resource management is a strategic aspect in an organization because it functions to manage and develop individual potential in order to make an optimal contribution to the achievement of organizational goals. Ferguson & Reio (2010) views HR management as a dynamic process that includes recruitment, selection, training, and performance appraisal as an effort to acquire superior human resources in order to create an organizational competitive advantage. MacDuffie (1995) and Zacharatos et al. (2005) stated that human resource management is part of a high-performance work system that directly impacts the effectiveness of the organization. This system includes the work structure, organizational policies, development systems, and leadership in managing organizational members as an integrated managerial system.

Arifin (2013) explained that human resource management includes various managerial activities such as the preparation of organizational structures, position analysis, formulation of job descriptions, planning of workforce needs, workload analysis, and member development through continuous training and coaching. This aims to place individuals according to their competencies and improve the capabilities of members in carrying out organizational tasks.

Sunyoto (2013) added that there are three main principles of human resource management, namely:

- a. Member-service oriented.
- b. Provide members with opportunities to play an active role.
- c. Develop entrepreneurial potential in the organization.

### ***Member Motivation (X2)***

Motivation is an internal factor that encourages individuals to act, participate, and maintain involvement in an organization. Jurnal et al. (2023) state that motivation is an effort made by individuals to achieve goals through strong energy and determination to achieve maximum results. Pujiyanto et al. (2022) view motivation as a process that helps individuals direct and maintain dedication in carrying out tasks. Motivation also plays a big role in increasing creativity, innovation, and organizational commitment. Samsudin (2010) defines motivation as the process of influencing or encouraging a person to be willing to carry out tasks in accordance with the organization's goals. In other words, motivation is a driver that fosters work ethic, loyalty, and a sense of responsibility.

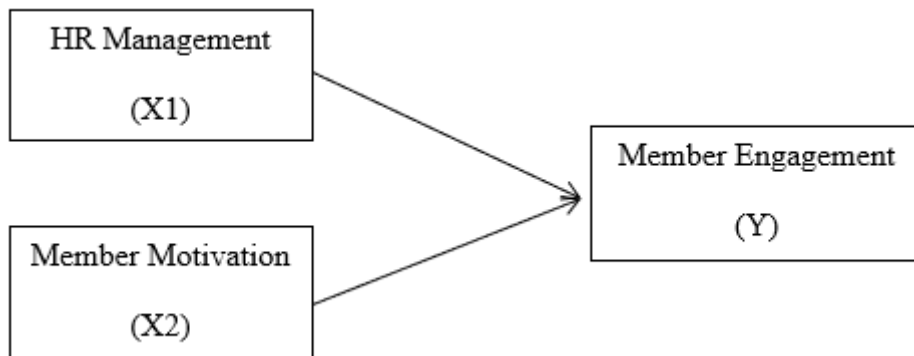
In the context of a supporter community, motivation comes in many forms, including:

- a. Love for clubs.
- b. Group solidarity.
- c. A sense of pride in community identity.
- d. Social recognition.
- e. Emotional satisfaction.

### ***Member Engagement (Y)***

Member involvement is the extent to which individuals physically, emotionally, and cognitively participate in organizational activities. Hung (2008) explained that involvement is characterized by high dedication to work, sense of responsibility, and awareness of roles in the organization. Rahati et al. (2015) explain that involvement is the internalization of organizational values that encourage individuals to work together to achieve common goals. In other words, engagement is a reflection of a member's real commitment to the community he or she joins.

### Conceptual Framework



**Figure 1. Conceptual Framework**

Based on previous theories and research, human resource management and member motivation have an effect on member involvement because it is able to create a conducive environment, increase a sense of belonging, and encourage active contribution. Good HR management is reflected in a clear division of tasks, an organized structure, coaching, and evaluation, so that members feel valued and more involved. This is in line with the views of Ferguson & Reio (2010), MacDuffie (1995), and Zacharatos et al. (2005).

In addition, member motivations—such as a love for the club, togetherness, and a desire to be part of the community—drive increased participation, as supported by Pujianto et al. (2022) and Jurnal et al. (2023). Involvement is also influenced by a combination of organizational systems and psychological factors such as motivation, commitment, and a sense of belonging (Hung, 2008; Rahati et al., 2015).

In the context of The Jakmania Cirebon, human resource management and motivation are the main factors in increasing the activeness, loyalty, and contribution of members to Persija Jakarta. However, other factors such as relationships between members, leadership, and the environment also have the potential to influence engagement, so they need to be tested empirically. Thus, the better the human resource management and the higher the motivation of members, the higher the involvement of members in the community.

### **Research Hypothesis**

Based on theoretical studies, empirical studies, and frameworks of thought that have been previously stated, the hypothesis of this research is formulated as follows:

- H1 : *Human Resource Management has a positive and significant effect on Member Involvement in The Jakmania Cirebon community.*
- H2 : *Member Motivation has a positive and significant effect on Member Involvement in The Jakmania Cirebon community.*
- H3 : *Human Resource Management and Member Motivation simultaneously have a positive and significant effect on Member Involvement in The Jakmania Cirebon community.*

## **METHODOLOGY**

This study uses a quantitative approach with the type of associative research, which aims to objectively test the relationship and influence between variables through numerical data and statistical analysis. The variables in this study consisted of Human Resource Management (X1) and Member Motivation (X2) as independent variables, and Member Involvement (Y) as dependent variables.

The research population is all active members of The Jakmania Cirebon which totals 130 people. A sample of 100 respondents was determined using a purposive sampling technique with the criteria of registered members, active, and having participated in the activity at least once.

The data used is in the form of primary data obtained through the distribution of questionnaires directly and online to respondents. The research instrument used a four-point Likert scale (1-4) to measure the level of human resource management, member motivation, and member involvement. In addition, secondary data from community documentation, Persija Jakarta publications, and academic literature were also used as support.

HR management variables are measured through indicators of task division, organizational structure, member development, role opportunities, and evaluation. Members' motivation variables are measured through internal drive, enthusiasm for participation, sense of belonging, love for the club, and emotional satisfaction. Meanwhile, member engagement is measured through activeness, commitment, responsibility, and participation in community activities.

Data collection was carried out using a questionnaire consisting of respondent demographic data and statements for each research variable. The questionnaire was distributed through Google Form and directly at community activities. This technique was chosen because it was effective and in accordance with the characteristics of the respondents.

Thus, this study aims to find out the extent to which human resource management and member motivation affect member involvement in The Jakmania Cirebon community.

This research was conducted in the community of The Jakmania Cirebon as the official coordinator of Persija Jakarta which is active and structured, with data collection through questionnaires to active members in the November-December 2025 period which includes instrument preparation, collection, and data analysis using SEM-PLS. This research also applies ethics by ensuring the voluntary consent of respondents, maintaining the confidentiality and anonymity of data, and using information only for academic purposes related to loyalty and supporter satisfaction.

## RESEARCH RESULT AND DISCUSSION

### *Data Analysis Results (SmartPLS)*

The data analysis in this study uses the Partial Least Squares: Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS software. The model evaluation is carried out through two stages, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model).

### *Descriptive Test*

**Table 1. Descriptive Data Analysis Results**

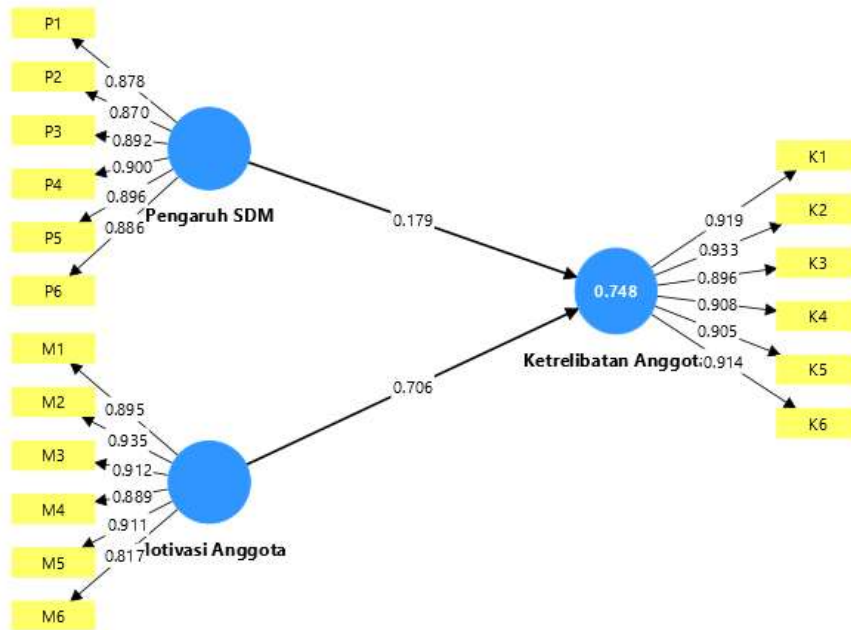
Variabel	Mean	Median	Observed min	Observed max	Standard deviation
K1	3,257	3,000	1,000	4,000	0,805
K2	3,300	3,000	1,000	4,000	0,744
K3	3,529	4,000	1,000	4,000	0,731
K4	3,429	4,000	1,000	4,000	0,748
K5	3,329	3,000	1,000	4,000	0,731
K6	3,500	4,000	1,000	4,000	0,712
M1	3,729	4,000	1,000	4,000	0,735
M2	3,800	4,000	1,000	4,000	0,646
M3	3,557	4,000	1,000	4,000	0,730
M4	3,543	4,000	1,000	4,000	0,805
M5	3,657	4,000	1,000	4,000	0,695
M6	3,443	4,000	1,000	4,000	0,804
P1	3,357	4,000	1,000	4,000	0,862
P2	3,386	4,000	1,000	4,000	0,761
P3	3,386	4,000	1,000	4,000	0,816
P4	3,357	3,500	1,000	4,000	0,775
P5	3,386	4,000	1,000	4,000	0,816
P6	3,443	4,000	1,000	4,000	0,822

Based on Table 1, all indicators have a mean value of 3.25–3.80 (scale 1–4), showing that respondents' assessments tend to be high on the variables of HR Management, Member Motivation, and Member Engagement. In HR Management, the mean of 3.357–3.443 with a median of 3.5–4 and a standard deviation of 0.761–0.862 indicates a positive assessment and reasonable data dissemination.

In Member Motivation, the mean was 3,443–3,800 with the highest value at M2 (3,800) and the lowest at M6 (3,443), the dominant median of 4, and the standard deviation of 0.646–0.805 indicating excellent perception and stable data. Meanwhile, Member Engagement had a mean of 3.257–3.529 (the highest K3 and the lowest K1), a median of 3–4, and a standard deviation of 0.712–0.805 which showed that the answers tended to be homogeneous.

Overall, a minimum value of 1 and a maximum of 4 indicates full use of scale, as well as a standard deviation smaller than mean indicates consistent and feasible data for advanced analysis using PLS-SEM.

**Convergent Validity Test**



**Figure 2. Qtet Loading Path Diagram - Placeholder**

**Table 2. Outer Loading Values**

Variabel	Member Affiliation	Member Motivation	The Influence of Human Resources	Status
K1	0.919	-	-	Valid
K2	0.933	-	-	Valid
K3	0.896	-	-	Valid
K4	0.908	-	-	Valid
K5	0.905	-	-	Valid
K6	0.914	-	-	Valid
M1	-	0.895	-	Valid
M2	-	0.935	-	Valid
M3	-	0.912	-	Valid
M4	-	0.889	-	Valid
M5	-	0.911	-	Valid
M6	-	0.817	-	Valid
P1	-	-	0.878	Valid

P2	-	-	0.870	Valid
P3	-	-	0.892	Valid
P4	-	-	0.900	Valid
P5	-	-	0.896	Valid
P6	-	-	0.886	Valid

Based on the SmartPLS results, all indicators have an outer loading value of >0.70 so that they are declared valid and able to measure latent variables consistently.

**Table 3. Nilai Average Variance Extrected (AVE)**

Variabel	AVE Value	Description
Member Affiliation	0.833	Valid
Member Motivation	0.799	Valid
The Influence of Human Resources	0.787	Valid

In addition, convergent validity testing is also strengthened through Average Variance Extracted (AVE) values. The results showed that the AVE value for the variables of Member Engagement was 0.833, Member Motivation was 0.799, and HR Influence was 0.787. All of these values are above the minimum limit of 0.50, which means that more than 50% of the variance of the indicator can be explained by their respective constructs. Thus, it can be concluded that the convergent validity in this study has been met.

*Discriminatory Validity Test (Fornell-Larker)*

**Table 4. Discriminating Validity**

Variabel	Member Affiliation	Member Motivation	The Influence of Human Resources
Member Affiliation	0.912		
Member Motivation	0.860	0.894	
The Influence of Human Resources	0.787	0.861	0.887

Based on the test results, the square root value of AVE in each variable (Member Engagement = 0.912, Member Motivation = 0.894, and HR Influence = 0.887) was greater than the correlation value between other variables. This shows that each construct has good differentiating power and that there is no overlap between variables in the research model. Thus, it can be concluded that all variables have met the criteria of discriminant validity.

**Reliability Test**

**Table 5. Composite Reliability dan Cronbarch's Alpha**

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Description
Member Affiliation	0.960	0.961	0.968	Reliabel
Member Motivation	0.949	0.953	0.960	Reliabel
The Influence of Human Resources	0.946	0.946	0.957	Reliabel

Based on the data above, all variables have Cronbarch's Alpha and Composite Reliability values above 0.70. Thus, it can be concluded that this research instrument is reliable.

**R-Square Value**

The R-Square value is used to measure how well an independent variable is able to explain the dependent variable.

**Table 6. R-Square Values**

Variabel	R-square	R-square adjusted
Member Affiliation	0.748	0.740

Based on the test results, the R-Square value for the Member Engagement variable is 0.748. Referring to the criteria put forward by (Hair, Joseph F.; Hult, G. Thomas M.; Ringle, Christian M.; Sarstedt, 2019), the R-Square value of 0.75 is categorized as strong, 0.50 is categorized as moderate, and 0.25 is categorized as weak. Thus, the R-Square value of 0.748 is in the strong category.

This shows that the variables of the Influence of HR Management and Member Motivation together are able to explain 74.8% of the variation in Member Engagement of The Jakmania Cirebon. Meanwhile, another 25.2% variation was influenced by other factors outside of this research model, such as loyalty to the club, social relationships between members, management leadership, and other emotional and psychological factors.

**Hypothetical Results (Path Coefficient)**

Hypothesis testing was carried out to determine the direct influence between variables based on path coefficients, T-statistics, and P-values. The test criteria stated that the hypothesis was accepted if the T-values were > 1.96 and the P-values were < 0.05.

**Table 7. Hypothetical Results**

Variabel	Original sample (O)	T statistics ( O/STDEV )	P values
Member Motivation -> Member Loyalty	0.706	5.487	0.000
The Influence of Human Resources -> Member Dependency	0.179	1.368	0.171

***Interpretation of Results:***

- a. Hypothesis 1 (H1) Testing: Based on the test results, a T-statistical value of 1.368 and a P-value of 0.171 were obtained. This value shows that T-statistics < 1.96 and P-values > 0.05, so it can be concluded that HR Management does not have a significant effect on Member Engagement. Thus, Hypothesis 1 (H1) is rejected. These results indicate that the human resource management system implemented in the community has not been able to directly increase member involvement. Despite the organizational structure and division of duties, these factors are not strong enough to encourage active participation of members in community activities.
- b. Hypothesis 2 (H2) Testing: Based on the test results, a T-statistical value of 5.487 and a P-value of 0.000 were obtained. The value shows that the T-statistics > 1.96 and the P-values < 0.05, so it can be concluded that Member Motivation has a positive and significant effect on Member Engagement. Thus, Hypothesis 2 (H2) is accepted. These results show that the higher the level of motivation of members, the higher the involvement of members in community activities. Motivation such as belonging to the community, love for the club, and emotional satisfaction are the main factors that encourage members to actively participate in various activities of The Jakmania Cirebon.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of hypothesis testing and discussions that have been associated with the theory of engagement, several conclusions can be drawn as follows:

- a. Human Resource Management has no significant effect on Member Engagement. Management mechanisms that include management structures, division of tasks, and organizational coordination have not become the main determining factors for the activeness of members. These findings confirm that in a voluntary community of supporters, a formal managerial approach does not directly encourage engagement, as relationships between members are more built on emotional closeness and solidarity.
- b. Member Motivation has a significant effect on Member Engagement. The intrinsic encouragement in the form of love for Persija, pride in Jakmania's identity, and a sense of togetherness has proven to be the main driver of member participation. The stronger the motivation, the higher the intensity of attendance, contribution, and loyalty of members in various community activities.
- c. The research model has strong explanatory abilities. Most of the variation in member involvement can be explained by the variables in this study, thus showing that engagement is the result of an interaction between psychological factors and the social context of the community. However, there is still room for other factors outside the model that also influence member behavior.

Based on the conclusions and limitations of the research, some suggestions that can be given are as follows:

- a. Community programs need to be directed at activities that are able to maintain and increase member motivation, such as community agendas, social activities, community discussions, and non-material forms of appreciation for active members.
- b. The organizational management pattern should be participatory and family-oriented, with more open communication so that members feel recognized as an important part of the community.
- c. Management needs to create an inclusive space of engagement so that new and existing members have an equal opportunity to contribute.

## **ADVANCED RESEARCH**

The next study suggested adding other variables such as coordinator leadership, community culture, club loyalty, and match situational factors to make the model more comprehensive.

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