

AN ANALYSIS OF THE RELATIONSHIP BETWEEN INTRINSIC MOTIVATION AND EXTRINSIC MOTIVATION FOR EMPLOYEE PERFORMANCE SATISFACTION

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ARTICLE INFO

Keywords:

Employee,
Extrinsic Motivation,
Intrinsic Motivation,
Satisfaction,
Performance

ABSTRACT

This study aims to analyze whether there is a significant difference between work motivation between intrinsic and extrinsic motivation on employee performance satisfaction at the PD Pasar Makassar Raya office. The type of research used is explanatory research with a quantitative approach. The population in this study were 30 employees at the PD Pasar Makassar Raya office. Because the number of employees is too large, some of the population is used as a respondent. Thus, the sampling using the sample method. Data collection methods used are questionnaires, documentation and interviews. Data analysis technique in this study used multiple linear regression analysis by conducting simultaneous and partial variable tests. Data processing using SPSS 22.0 for Windows. The results showed that intrinsic and extrinsic motivation had a positive and significant correlation both partially and simultaneously on performance. It can be concluded that there is a significant relationship between intrinsic and extrinsic motivation on employee performance satisfaction at the PD Pasar Makassar Raya office.

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1. INTRODUCTION

One of the key factors in economic reform is the existence of Human Resources (HR), namely how to create qualified, skilled [1] and highly competitive human resources in the global competition that we have been increasing. Globalization must be faced by the Indonesian people who demand efficiency and competitiveness in the business world. In globalization which concerns intraregional and international relations there will be competition between countries [2].

Basically, organizational goals can be achieved when paying attention to the motivation that exists in its employees. Two aspects driving the emergence of motivation, namely aspects from within (intrinsic) and aspects from outside (extrinsic). If employees have good intrinsic motivation, there is no need for strict supervision at work and also no need for orders from superiors to carry out self-development activities. However, it is suspected that there are still employees who are not fully at work, there are also employees who are not yet motivated to excel or carry out self-development activities [2].

Motivation is a simple management task, but very complex to implement. The reason is simple, because as a leader you need to know the needs of your members. That said, motivation is complicated because it is not easy to find the needs of members due to differences in personal needs [3] or everyone needs [4]. Meeting individual needs in the organization makes the task of motivating someone complicated and important, so that organizational processes continue to run according to the goals set [5].

Motivation is a process that describes the intensity, direction, and persistence of efforts to achieve a goal [6]. Community motivation that often encourages someone to move is not always the same. Many of the human resource managers find it difficult to provide the right motivation for many people. The theory of motivation that has been around for a long time is Herzberg's motivator and hygiene theory [7].

Therefore, for practical reasons, it is necessary to distinguish between intrinsic and extrinsic motivation [8]. The importance of realizing that there is concrete knowledge and theory to motivate people to do work so that it has a positive impact on performance is a must for HR managers wherever they are [9]. Prior research has indicated that employee creativity is motivated by intrinsic and extrinsic factors [10].

Some employees are not motivated to work, either intrinsic motivation or extrinsic motivation. Employees who work feel dissatisfied with their work, this causes a lack of appreciation or praise given by superiors to subordinates who succeed in achieving targets at work, besides that difficulties in developing within the company also make employees intend to leave the company. They hope to get a better job in another company (Ramadan et al., 2017). Most employers try to increase employees' intrinsic motivation (for example, by providing job autonomy and constructive feedback, by highlighting the importance of job assignments, or by providing a competitive base wage) while also providing incentives intended to increase extrinsic motivation through standing out. incentives that depend on performance or results [12].

Employee's satisfaction is reliant on their mentality or perception, thinking, and feeling towards their job (Spector 1997 in Nisar et al., 2016). Job satisfaction serves as a tool that makes employees happy to do work without the concept of leaving work. Furthermore, many researchers conclude job satisfaction as a result of the level of employee performance appraisal that identifies the needs of an employee's work environment [13]. Furthermore, employee performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given. For this reason, it is important to improve employee performance so that they have good responsibility for the main tasks they carry and can carry out their work optimally (Mangkunegara (2006: 52 as quoted by [14].

Several previous studies state that simultaneously internal motivation and external motivation have a positive and significant effect on employee performance at PT. Air Manado and partially internal motivation and external motivation have a positive and significant effect on the performance of employees at PT. Manado Water [5]. This is supported by other study indicated that there is a positive correlation between intrinsic and extrinsic motivation with employee performance and job satisfaction of nursing staff in hospitals. Besides that, the reward system significantly and partially mediates the relationship between intrinsic & extrinsic rewards, job performance and job satisfaction[13]. In line with the results of other study revealed that simultaneously intrinsic motivation, extrinsic motivation and transformational leadership have a positive effect on work productivity [15].

Starting from some of the previous research results above, it can be said that employee performance will increase if there is intrinsic and extrinsic motivation that encourages employees to do their best work. Employees who have good intrinsic and extrinsic motivation will get a sense of satisfaction and in the end be able to encourage good and resilient employee performance in working on employee performance satisfaction at the PD Pasar Makassar Raya office.

Thus, the urgency of this study is to analyze whether there is a significant difference between work motivation between intrinsic and extrinsic motivation on employee performance satisfaction at the PD Pasar Makassar Raya office.

2. METHOD

Research design

The type of research to be used is to use quantitative methods, namely data measured on a numerical scale or numbers (Creswell, 2014;Creswell, 2021). This research includes explanatory quantitative research where this research aims to explain the relationship between the variables to be studied, including things such as the assessment of attitudes or opinions towards individuals, circumstances, organizations or procedures [18].

Population and Sample

The population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population of this study were employees at the PD Pasar Makassar Raya office, totaling 30 permanent employees. The sample is part of the number and characteristics possessed by the population. In this study, the authors used a probability sampling technique, namely a sampling technique that provides equal opportunities for each member of the population to be selected as a member of the sample. The number of samples taken is based on the Slovin formula. From these calculations a value of 30 is generated, therefore, the author uses a sample of 30 respondents.

Data collection technique

Observations and interviews were carried out by researchers at the leadership of the PD Pasar Makassar Raya office which aimed to find out the profile of the PD Pasar Makassar Raya office and the phenomena that occur in employees of the PD Pasar Makassar Raya office. Questionnaires will be

An Analysis Of The Relationship Between Intrinsic Motivation And Extrinsic Motivation For Employee Performance Satisfaction. Aminah Djunaid

distributed to a predetermined sample, namely all employees of the PD Pasar Makassar Raya office. The measuring instrument used in the questionnaire to answer various question indicators is the Likert scale. The Likert scale is a measuring tool used to obtain data intervals.

The variables used in this study are intrinsic motivation (X1), extrinsic motivation (X2), and employee performance satisfaction (Y). Some of the indicators used are:

1. Intrinsic Motivation (X1): -Achievement, Recognition, Responsibility, Advancement, Work Itself, and Growth Possibilities.
2. Extrinsic Motivation (X2) -Company Policy and Administration, Private Life, Work Conditions, Interpersonal Relationship, Salary, Work Safety.
3. Employee Performance Satisfaction (Y1) -Quality, Quantity, Timeliness, Effectiveness, Need for Supervision, Interpersonal Relationship

Data analysis

Data analysis used the SPSS Version 22 for Window program. SPSS is designed for the purposes of processing statistical data for the social sciences. SPSS (Statistical Package for the Social Sciences). SPSS capabilities serve a wide variety of users for scientific research [19].

3. RESULTS AND DISCUSSION

The correlation relationship can be divided into four stages, namely, $r < 0.20$ (weak), $r = 0.20-0.39$ (low), $r = 0.40-0.69$ (simple), $r = 0.70-0.89$ (high) and $r = 0.90-1.00$ (very high).

Table 1. Correlations between Extrinsic Motivation and Performance Satisfaction

		Extrinsic Motivation	Performance Satisfaction
Extrinsic Motivation	Pearson Correlation	1	,770**
	Sig. (2-tailed)		,000
	N	30	30
Performance Satisfaction	Pearson Correlation	,770**	1
	Sig. (2-tailed)	,000	
	N	30	30

Based on table 1. Correlations between Extrinsic Motivation and Performance Satisfaction shows that extrinsic motivation has a significant relationship ($0.000 < 0.05$) with performance satisfaction. Then, motivation and performance satisfaction have a correlation coefficient of 0.770 which is categorized as a strong correlation. This proves that extrinsic motivation has a significant relationship with performance satisfaction. The direction of the relationship between extrinsic motivation and performance satisfaction shows a positive direction, which means that the higher the employee motivation especially extrinsic motivation, the higher the performance satisfaction of the employees of the PD Pasar Makassar Raya office.

Table 2 Correlations between Intrinsic Motivation and Performance Satisfaction

		Intrinsic Motivation	Employee Satisfaction
Intrinsic Motivation	Pearson Correlation	1	,781**
	Sig. (2-tailed)		,000
	N	30	30
Employee Satisfaction	Pearson Correlation	,781**	1
	Sig. (2-tailed)	,000	
	N	30	30

Table 2 of correlations between intrinsic motivation and performance satisfaction shows that intrinsic motivation has a significant relationship ($0.000 < 0.05$) with performance satisfaction. Furthermore, intrinsic motivation has a relationship with performance satisfaction as evidenced by a correlation coefficient of 0.781 where the correlation is categorized as strong. The direction of the relationship between intrinsic motivation and performance satisfaction shows a positive direction, which means that the higher the employee motivation especially intrinsic motivation, the higher the performance satisfaction of the employees of the PD Pasar Makassar Raya office.

An Analysis Of The Relationship Between Intrinsic Motivation And Extrinsic Motivation For Employee Performance Satisfaction. Aminah Djunaid

Table 3 Correlations between Intrinsic Motivation and Extrinsic Motivation

		Extrinsic Motivation	Intrinsic Motivation
Extrinsic Motivation	Pearson Correlation	1	,677**
	Sig. (2-tailed)		,000
	N	30	30
Intrinsic Motivation	Pearson Correlation	,677**	1
	Sig. (2-tailed)	,000	
	N	30	30

Table 3 of correlations between intrinsic motivation and extrinsic motivation shows that extrinsic motivation has a significant relationship ($0.000 < 0.05$) with intrinsic motivation satisfaction. The correlation coefficient between extrinsic motivation and intrinsic motivation is 0.677 which means it has a strong correlation. The direction of the relationship between extrinsic and intrinsic motivation shows a positive direction, which means that the higher the employee extrinsic motivation, the higher intrinsic motivation of the employees of the PD Pasar Makassar Raya office.

Starting from the results of the research above, it can be said that employee performance will increase if there is intrinsic and extrinsic motivation that encourages employees to do their best work. Employees who have good intrinsic and extrinsic motivation will get a sense of satisfaction and ultimately be able to encourage good and resilient employee performance at work.

Table 4: Relationship between intrinsic motivation and extrinsic motivation for employee performance satisfaction

		Extrinsic Motivation	Intrinsic Motivation	Performance Satisfaction
Extrinsic Motivation	Pearson Correlation	1	,677**	,770**
	Sig. (2-tailed)		,000	,000
	N	30	30	30
Intrinsic Motivation	Pearson Correlation	,677**	1	,781**
	Sig. (2-tailed)	,000		,000
	N	30	30	30
Performance Satisfaction	Pearson Correlation	,770**	,781**	1
	Sig. (2-tailed)	,000	,000	
	N	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 of relationship between intrinsic motivation and extrinsic motivation for employee performance satisfaction above shows that extrinsic motivation has a significant relationship ($0.000 < 0.05$) with intrinsic motivation satisfaction. Then extrinsic motivation also has a significant relationship ($0.000 < 0.05$) with performance satisfaction. Furthermore, intrinsic motivation has a significant relationship ($0.000 < 0.05$) with job satisfaction. The correlation coefficient between extrinsic motivation and intrinsic motivation is 0.677 which means it has a strong correlation. Then between extrinsic motivation and performance satisfaction has a correlation coefficient of 0.770 which is categorized as a strong correlation. Furthermore, intrinsic motivation has a relationship with performance satisfaction as evidenced by a correlation coefficient of 0.781 where the correlation is categorized as strong. This proves that motivation has a significant relationship with performance satisfaction. The direction of the relationship between motivation and performance satisfaction shows a positive direction, which means that the higher the employee motivation, both extrinsic motivation and intrinsic motivation, the higher the performance satisfaction of the employees of the PD Pasar Makassar Raya office.

The results of study claimed that one strategy to improve performance and to improve motivation because the writer's research reveals that both intrinsic and extrinsic motivation have a substantial

An Analysis Of The Relationship Between Intrinsic Motivation And Extrinsic Motivation For Employee Performance Satisfaction. Aminah Djunaid

association with employee performance. This confirmed by results of study indicated that employee performance is influenced by work motivation [20].

Some research results supported this study stated that there is a very strong relationship between intrinsic and extrinsic motivation on turnover intention, the magnitude of the effect of intrinsic and extrinsic motivation on turnover intention is 86.6% and from the results of hypothesis testing simultaneously there is a significant influence between intrinsic and extrinsic motivation on turnover intention (Ramadan et al., 2017). Intrinsic and extrinsic motivation have a significant effect on employee performance by 35.32% and have a strong influence. That employees are motivated by all kinds of intrinsic motivation provided by the company so as to improve employee performance [21]. Having congruent goals may accentuate the positive relationship between intrinsic motivation and work effort [6]. Promotional focus within the organization only strengthens extrinsic creative motivation and organizational prevention focus strengthens intrinsic motivational factors [10].

In maintaining that people who are very interested in, curious about, and passionate about their work find it enjoyable, engaging, and fulfilling. Intrinsic motivation is a key component of creativity that keeps workers focused on their work, encourages experimentation, and leads to more creative behavior (Gumusluoglu and Ilsev, 2009 in Li et al., 2020). This reported that intrinsic motivation has positive association with employees' retention whereas extrinsic motivation has no relationship with call center employees [22].

Companies need to emphasize intrinsic and extrinsic motivation because in the long term employees will need not just money or bonuses from the company, but a sense of satisfaction with the work itself, recognition from the company and superiors as well as skill development provided by the company especially employees of the PD Pasar Makassar Raya office.

4. CONCLUSION

Based on the results of the research and discussion of "Analysis of the Relationship between Intrinsic Motivation and Extrinsic Motivation on Employee Performance Satisfaction" so that the following conclusions that intrinsic motivation has a significant relationship with employee performance. Extrinsic motivation has a significant relationship with employee performance. And intrinsic motivation and extrinsic motivation correlate simultaneously with employee performance and extrinsic motivation is more dominantly correlated with employee performance for employees of the PD Pasar Makassar Raya office.

As recommendation for further research that this research is conducted only by looking at and researching a phenomenon at a certain time and condition. The author suggests that further research be carried out in various times and conditions in order to find out more about how significantly intrinsic and extrinsic motivation influences employee performance.

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