

The Influence of Motivation on the Performance of Civil Servants at UPT Puskesmas Pulo Brayan in 2023

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Abstract. Performance is defined as success in completing duties, both in terms of quality and quantity. The performance of health workers reflects the quality of health services, which contributes to public satisfaction. Motivation is the main factor that influences the performance of health workers. A strong motivation influences individual behavior in various contexts, including in learning and working. The objective of this research is to determine the effect of motivation on ASN (State Civil Apparatus) performance in UPT(Integrated Service Unit) Puskesmas (Community Health Center) Pulo Brayan in 2023. This is a quantitative survey research design with a cross sectional approach. The number of samples is 31 State Civil Apparatus using a total sampling technique. The data are collected by a questionnaire and they are analyzed with univariate, bivariate and multivariate analysis. The results of the research show that there is an effect of motivation on the performance of the ASN in Puskesmas Pulo Brayan in terms of extrinsic motivation (p-value = 0.026) and intrinsic motivation (p-value = 0.000). Age has no effect on the performance of the ASN in Puskesmas Pulo Brayan (p-value = 0.556), neither length of work on performance of the ASN at the Pulo Brayan Community Health Center (p-value = 0.954). The most dominant variable in this research is intrinsic motivation with OR = 28.000. It is suggested that Puskesmas continue to improve and sustain the motivation so that the ASN's performance can affect the service and patient/visitor satisfaction. Community Health Centres need to encourage the employees to strengthen relationships and collaboration among members of ASN.

1. INTRODUCTION

Human resources (HR) is an important element that cannot be separated from an institution, either an institute or a company. HR is also a determinant of a company's sustainability. Basically, HR is a person who is employed as a mobilizer, theorist and planner in order to achieve the organization's mission (Rosyidah in Andelina, 2018). Quality and competent health human resources (SDMK) have superior performance and must be maintained in order to be able to advance agencies in various kinds of community demands and the times (Akib dalam Jamaluddin et al, 2017).

Employees of an agency or organization will be able to work and produce good performance if they have an interest and enthusiasm for their work. (Septiani & Nurmasari, 2019). Performance is a person's success in carrying out their job duties (job *performance*). Another definition of performance is a work result in quality and quantity that has been achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him (Musyawwir, Ansari & Parawu, 2021).

The quality of health services is a manifestation of the results of the performance of health workers who produce satisfaction from the community in the use of these services. Assessment of service quality is not only seen from the patient's recovery but from the attitude, knowledge, skills of officers / performance in providing services, communication, information, courtesy, on time, and the availability of adequate facilities and infrastructure and physical environment (Antari, 2019). The performance of health workers is very important in improving the degree of public health. For this reason, health workers are required to have good quality. The main factor that affects the performance of health workers is motivation to work. The strong motivation that individuals have will determine a lot about the quality of behavior they display, both in the context of studying, working and in other lives (Muliana, 2021). The existence of this work motivation means that employees will work better in carrying out their duties and as a result create good work performance. They will focus more attention on tasks and responsibilities, so that the results of their work can increase. For this reason, an encouragement is needed for employees in carrying out activities in organizations or agencies. That drive is called motivation (Septiani & Nurmasari 2019).

According to Murti and Srimulyani (2013) that factors that affect performance are motivation. Motivation is closely related to employee needs, therefore in providing motivation must start from the needs of the employees themselves. According to Robbins (2014) states that motivation is a process that explains the direction, and perseverance of an individual to achieve his goals. Motivation is caused by two sources, namely the source of intrinsic motivation or motivation from within is all things that can encourage yourself to work better and harder. And extrinsic motivation or motivation from outside is what arises because of external encouragement that can motivate employees in doing their work such as salaries received by employees from the office, and a comfortable work environment (Robbins, Stephen dan Timothy , 2014).

Puskesmas Pulo Brayan is one of the auxiliary units of the Medan City Government Health Office. Puskesmas (Community Health Center) is a technical implementation unit of the District/City Health Office that provides primary health services which include promotive, preventive, curative, and rehabilitative in an integrated, comprehensive, sustainable, and community-based manner by prioritizing quality, safe, affordable, and equitable health services. Puskesmas also acts as a center for coordination and collaboration in the implementation of health policies and programs in its work area (Permenkes, 2019). Puskesmas Pulo Brayan has 31 ASN (State Civil Apparatus) employees, 1 *cleaning service* and 1 person for night guard security. Based on Law Number 5 of 2014, civil servants are civil servants and government employees with work agreements appointed by civil service supervisory officials and assigned duties in a government position or assigned other state duties and paid based on laws and regulations. ASN employees are tasked with carrying out public policies made by the Civil Service Guidance Officer in accordance with the provisions of laws and regulations; provide professional and quality public services; and strengthen the unity and unity of the Unitary State of the Republic of Indonesia.

Based on a preliminary survey conducted by researchers on June 26, 2023, by interviewing the Person in Charge of Personnel that has been carried out by researchers, several phenomena/problems were found that occurred within / internally the Puskesmas:

1. There are still employees who violate the provisions of working hours, for example there are employees who have not been at work during working hours, there are employees who arrive late, permission to leave the office during working hours for purposes that are not related to work so that on some occasions the service room is empty.
2. Not only that, at the Pulo Brayan Health Center, there are also still employees who have permission without information and permission more than the specified time.

The following is the attendance data of ASN Pulo Brayan employees:

Table 1. ASN Employee Attendance January 2023-May 2023

Month	Number of Working Days		Violation			Total
	Present	Absent	Late	Go home fast	No caption	
January	25	95,3%	30	48	13	91
February	23	93,9%	60	19	4	83
March	25	94,0%	94	16	7	117
April	18	95,5%	34	10	3	47
May	25	95,8%	33	69	11	113

From table 1 taken from the Pulo Brayan Health Center, it shows that the employee attendance rate is quite high, but there are still some figures showing the level of violations committed by employees at the Pulo Brayan Health Center. Violations committed by ASN also have an impact on reporting monthly performance results reported by each program holder at the Pulo Brayan Health Center, submitted or collected not on time. This phenomenon is certainly influenced by the motivation of civil servants towards their performance. This is in line with Rivai (2011) in his book which says that positive disciplinary actions motivate employees to change a behavior.

Performance appraisals from outside/external Puskesmas Pulo Brayan can also be seen in the suggestion box where patients complain of late staff in the morning or empty service rooms during lunch hours so that patients wait too long, making health certificates that still take a long time, and there are still cases of writing inappropriate health letter identities. These problems show that there is

a problem of employee motivation at the Pulo Brayan Health Center, so many people provide input / criticism on employee performance.

The quality of health services is a manifestation of the results of the performance of health workers who produce satisfaction from the community in the use of services. The performance of one of them is influenced by motivational factors. Motivation is caused by two sources, namely the source of intrinsic motivation or motivation from within and extrinsic motivation or motivation from outside oneself. The State Civil Apparatus (ASN) at the Pulo Brayan Health Center, of course, is paid and given benefits based on laws and regulations and works based on their educational background. However, there are still employees who violate the provisions of working hours, for example employees have not been at work during working hours, arrive late, permission to leave the office during working hours for non-work-related purposes so that on some occasions the service room is empty.

2. METHOD

The type of research used in this study is a quantitative *survey* research design with a *cross sectional approach*, which aims to analyze the influence of motivation on the performance of civil servants at the UPT Puskesmas Pulo Brayan in 2023. This research was conducted in March – August 2023. The population in this study is all ASN (State Civil Apparatus) at the Pulo Brayan Health Center, which is 31 people. The sample in this study used *total sampling technique*. *Total* sampling is a sampling method where the entire population is sampled, namely 31 people. ASN employees who are the object of this study are civil servants because civil servants are appointed permanently and get basic salaries and benefits based on laws and regulations in accordance with their rank/position.

Primary data were obtained directly from respondents using research instruments, namely questionnaires to civil servants at the Pulo Brayan Health Center. Secondary data was obtained from the Pulo Brayan Health Center in Medan City which includes attendance data from January 2023 to May 2023.

Validity Test

Testing the validity of each item is used item analysis, which correlates the score of each item with the total score which is the sum of each item score (*corrected item total correlation*) and the value can be seen in the results of processing using the SPSS program. In the item-total statistics table in the *corrected item-total correlation* column. A question is valid if the calculated r value which is the *corrected item-total correlation value* is greater than the table r. A questionnaire that is declared valid means that the questionnaire is really able to measure what should be measured. In this study, the questionnaire used was adopted from Theo Samuel's thesis in 2020 with the research title "The Effect of Extrinsic Motivation and Intrinsic Motivation on CV Employee Performance. Anugerah Jaya appeared." The results of the validity test obtained 5 valid question items for extrinsic motivation variables, 4 question items for intrinsic motivation variables, and 6 question items for performance variables. The validity test shows that all indicator questions on the variables of extrinsic motivation, intrinsic motivation and employee performance show a significance value of > 0.05 on the *Pearson Correlation value*, so that it can be declared valid.

Reliability Test

In determining the level of reliability of a research instrument. In general, reliability in the range of > 0.60 to 0.80 is good, and in the range of > 0.80 to 1.00 is considered very good. To determine the reliability of variable statement items, testing was carried out with a computer SPSS program with *Cronbach's Alpha* formula. An instrument is said to be reliable if it gives a *Cronbach alpha value* of > 0.60 . The dependent variable in this study is performance. Performance is the result of work and work behavior that has been achieved in fulfilling the duties and responsibilities given during a certain period of time. The independent variables in the study are: Extrinsic Motivation which includes *work environment, reward, job involvement, and leadership*; Intrinsic motivation includes *self-expression, personal-fit, and personal fulfilment*.

Measurement Aspect

1. Extrinsic motivation in this study was measured using a questionnaire of 5 questions.

2. Intrinsic motivation in this study was measured using a questionnaire of 4 questions.
3. Employee performance in this study was measured using a questionnaire of 6 questions.
Data processing is carried out by:
 1. *Editing*. At this stage, examination / examination of the data that has been obtained to correct incorrect / incorrect data and complete the missing data.
 2. *Coding*. At this stage, a code is given to each answer to the questionnaire that has been filled.
 3. *Tabulating*. To facilitate data processing and conclusions, data is entered into frequency distribution tables and analyzed using SPSS.
 4. *Analyze*. The data analysis stage is carried out after going through the data processing stage. The processed data will then be analyzed and interpreted so that the data can be understood as information. Data processing at this stage uses *Chi-square statistical tests* with the help of SPSS computerized programs.

Data Analysis

- a. Univariate. The data collected is then analyzed to describe (describe) each variable using a frequency distribution table.
- b. Bivariate. To see the relationship between the independent variable and the dependent variable, a *chi square* (χ^2) statistical test was performed. The basis for decision making can be done based on comparisons using a confidence level of 95% (0.05). Furthermore, independent variables that have a meaningful relationship with the dependent variable are included in the multivariate analysis, while variables that are not meaningful in the relationship are not included in the multivariate analysis.
- c. Multivariate. Multivariate analysis is used to determine the independent variable that has the most influence on the dependent variable. Multivariate analysis in this study includes analysis of independent variables namely extrinsic motivation and intrinsic motivation. From these two variables, it was then determined which variable had the most influence on patient satisfaction tested by multiple *logistic regression*.

3. RESULT AND DISCUSSION

The total number of employees of the State Civil Apparatus at the Pulo Brayon Health Center is 31 people, and 2 honorary staff, namely 1 *cleaning service* and 1 night watch. 31 State Civil Apparatus at Puskesmas Pulo Brayon have their respective positions and work positions which are divided into several rooms. These rooms are such as general examination rooms, dental and oral rooms, MCH / KB rooms, nutrition rooms, and pulmonary TB rooms.

Analyzes Univariate

- a. Characteristics of Respondents
The characteristics of respondents consisted of age, length of work, and recent education.

Table 2. Characteristics of Respondents

Characteristics of Respondents		f	%
Age	20-30 years	6	19,4
	31-40 years	8	25,8
	41-50 years	7	22,6
	> 50 years	10	32,3
	Total	31	100
Length of Work	1-10 years	15	48,4
	11-20 years	9	29,0
	> 21 years	7	22,6
	Total	31	100
Education	SLTA/SMA	1	3,2
	Diploma 3	12	38,7
	bachelor /Diploma 4	14	45,2
	Magister/S2	4	12,9
	Total	31	100

Based on table 2, the majority of age respondents' characteristics are >50 years (32.3%), length of work is 1-10 years (48.4%), and education is bachelor/diploma 4 (45.2%).

b. Extrinsic motivation

Table 3 Frequency Distribution of Respondents Based on Extrinsic Motivation Variables

No	Extrinsic Motivation	f	%
1	Good	25	80,6
2	Bad	6	19,4
Total		31	100

Based on table 3, it shows that respondents who are extrinsically motivated in the good category are 25 respondents (80.6%), while the bad category is 6 respondents (19.4%).

c. Intrinsic Motivation

Table 4 Frequency Distribution of Respondents Based on Intrinsic Motivation Variables

No	Intrinsic Motivation	f	%
1	Good	24	77,4
2	Bad	7	22,6
Total		31	100

Based on table 4, it shows that respondents who are intrinsically motivated in the good category are 24 respondents (77.4%), while the bad category is 7 respondents (22.6%).

d. Performance of the State Civil Apparatus (ASN)

Table 5. Frequency Distribution of State Civil Apparatus (ASN) Performance

No	ASN Performance	f	%
1	Good	23	74,2
2	Bad	8	25,8
Total		31	100

Based on table 5, it shows that respondents whose performance in the State Civil Apparatus (ASN) category is good as many as 23 respondents (74.2%), while the category is not good as many as 8 respondents (25.8%).

Analyzes Bivariat

a. The Effect of Age with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

Table 6 The Relationship between Age and the Performance of State Civil Apparatus (ASN) at Puskesmas Pulo Brayan

		ASN Performance				Total	P-Value
		Good		Bad			
		F	%	f	%		
Age	20-30 years	5	16,1	1	3,2	6	0,556
	31-40 years	7	22,6	1	3,2	8	
	41-50 years	5	16,1	2	6,5	7	
	> 50 years	6	19,4	4	12,9	10	
Total		23	74,2	8	25,8	31	100

Based on table 6, it is known that out of 6 respondents aged 20-30 years, as many as 5 respondents (16.1%) performed well, and as many as 1 respondent (3.2%) performed poorly. Of the 8 respondents (25.8%) aged 31-40 years, as many as 7 respondents (22.6%) performed well, and 1 respondent (3.2%) performed poorly. Of the 7 respondents (22.6%) aged 41-50 years, as many as 5 respondents (16.1%) performed well, and 2 respondents (6.5%) performed poorly. Of the 10 respondents (32.3%) aged >50 years, as many as 6 respondents (19.4%) performed well and 4 respondents (12.9%) performed poorly. Based on the results of statistical tests, a p value = 0.556 was obtained at $\alpha = 0.05$. Because the p value (0.556) ≥ 0.05 which means that there is no relationship between extrinsic motivation and the performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center.

b. The Long Influence of Working with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

Table 7. The Long Influence of Working with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

	ASN Performance				Total	P-Value		
	Good		Bad					
	f	%	f	%	f	%		
Length of Work	1-10 years	11	35,5	4	12,9	15	48,4	0,954
	11-20 years	7	22,6	2	6,5	9	29,0	
	> 21 years	5	16,1	2	6,5	7	22,6	
Total		23	74,2	8	25,8	31	100	

Based on table 7, it is known that out of 15 respondents (48.4%) with a working period of 1-10 years, as many as 11 respondents (35.5%) performed well, while 4 respondents (12.9%) performed poorly. Of the 9 respondents (29.0%) with 11-20 years of work, as many as 7 respondents (22.6%) performed well, and 2 respondents (6.5%) performed poorly. Of the 7 respondents (22.6%) with >21 years of work, 5 respondents (16.1%) performed well, and 2 respondents (6.5%) performed poorly. Based on the results of statistical tests, a p value = 0.954 was obtained at $\alpha = 0.05$. Because the p value (0.954) ≥ 0.05 which means that there is no extrinsic motivation influence with the performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center.

- c. The Effect of Extrinsic Motivation with the Performance of State Civil Apparatus (ASN) at Puskesmas Pulo Brayan

Table 8. The Effect of Extrinsic Motivation with the Performance of State Civil Apparatus (ASN) at Puskesmas Pulo Brayan

	ASN Performance				Total	P-Value	OR	
	Good		Bad					
	f	%	f	%	f	%		
Extrinsic Motivation	Good	21	67,7	4	12,9	25	80,6	0,026 (1,412-78,059)
	Bad	2	6,5	4	12,9	6	19,4	
Total		23	74,2	8	25,8	31	100	

Based on table 8, it is known that as many as 25 respondents (80.6%) expressed extrinsic motivation in the good category, as many as 21 respondents (67.7%) in the good performance category and as many as 4 respondents (12.9%) in the poor performance category. Of the 6 respondents (19.4%) stated extrinsic motivation in the bad category, as many as 2 respondents (6.5%) in the good performance category and as many as 4 respondents (12.9%) in the bad performance category. Based on the results of statistical tests, a p value = 0.026 was obtained at $\alpha = 0.05$. Because the p value (0.026) ≤ 0.05 which means that there is an extrinsic motivation relationship with the performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center. The value of OR = 10,500 indicates that ASNs who have good extrinsic motivation affect their performance by 10,500 times compared to ASNs who have bad extrinsic motivation.

- d. The Effect of Intrinsic Motivation with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

Table 9 The Effect of Intrinsic Motivation with the Performance of State Civil Apparatus (ASN) at Puskesmas Pulo Brayan

	ASN Performance				Total	P-Value	OR	
	Good		Bad					
	f	%	f	%	f	%		
Intrinsic Motivation	Good	22	71,0	2	6,5	24	77,4	0,000 (5,079-857,679)
	Bad	1	3,2	6	19,4	7	22,6	
Total		23	74,2	8	25,8	31	100	

Based on table 9, it is known that as many as 24 respondents (77.4%) expressed intrinsic motivation in the good category, as many as 22 respondents (71.0%) in the good performance category and as many as 2 respondents (6.5%) in the poor performance category. Of the 7 respondents (22.6%) stated intrinsic motivation in the bad category, as many as 1 respondent (3.2%) in the good performance category and as many as 6 respondents (19.4%) in the bad performance category. Based

on the results of statistical tests, a p value = 0.000 was obtained at $\alpha = 0.05$. Because the p value (0.000) ≤ 0.05 which means that there is an intrinsic motivation influence with the performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center. The value of OR = 66,500 indicates that ASNs who have good intrinsic motivation affect their performance by 66,000 times compared to ASNs who have bad intrinsic motivation.

Analyzes Multivariat

Candidate Variable Selection

Selection of candidates included in multivariate analysis through selection in bivariate analysis which has a p-value of < 0.25 .

Table 10 Model Feasibility Test

No	Variable	P-value	Information
1	Extrinsic Motivation	0,026	Fit Into Logistic Regression Model
2	Intrinsic Motivation	0,000	Fit Into Logistic Regression Model

Logistic Regression Test

Table 11 Logistic Regression Test Results

	Variable	B	Sig.	OR	95,0% C.I.for EXP(B)	
					Lower	Upper
Selection 1	Extrinsic Motivation	-0,271	0,787	0,763	0,107	5,415
	Intrinsic Motivation	3,370	0,001	29,088	3,999	211,564
	Constant	-4,365	0,025	0,013		
Selection 2	Intrinsic Motivation	3,332	0,001	28,000	3,991	196,462
	Constant	-4,718	0,002	0,009		

Table 11 shows that the last selection result obtained is that intrinsic motivation is the motivation that most affects the performance of civil servants at the Pulo Brayan Health Center, namely *the Odds Ratio* of 28,000, which means that the State Civil Apparatus (ASN) who has good intrinsic motivation, 28,000 times affects the performance of good civil servants compared to the State Civil Apparatus (ASN) who has bad intrinsic motivation.

Discussion

1. The Effect of Age with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

Based on data from table 6, respondents aged 31-40 years showed the best performance, with 22.6% of them performing well. However, overall, good employees perform more in every age group than those who underperform. However, these results contradict Karim & Tajibu's 2018 statement that age correlates with improved skills in completing work. On the other hand, underperforming respondents, particularly older ones, tend to agree that they are not getting the job done on target. This is in line with Apriliyanti 2017 which mentions a decrease in productivity with increasing age.

Based on statistical tests, it was found that there was no relationship between extrinsic motivation and the performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center, with a p value = 0.556 at $\alpha = 0.05$. These results are consistent with several other studies, but contradict research by Meutia, et al in 2022 which found a relationship between age and employee performance.

2. The Long Influence of Working with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

Based on Table 7, it was observed that out of 48.4% of respondents with a tenure of 1-10 years, 35.5% showcased good performance, whereas 12.9% underperformed. From the 29% of respondents working for 11-20 years, 22.6% had good performance, and 6.5% didn't. Among the 22.6% who worked for more than 21 years, 16.1% performed well, and 6.5% didn't. Typically, longer work experience should equate to improved performance due to accumulated knowledge and experience. This aligns with the findings of Gumilar and Setiawan in 2018, asserting that work duration positively influences employee performance. However, the majority with the best performance were within the 1-10 year bracket. This contrasts with Sali's 2020 statement, which claimed longer tenures lead to

higher productivity. The researcher assumes the optimal performance of those within the 1-10 year range might be because newer employees are more motivated to excel to advance in their careers.

Statistical tests revealed a p-value of 0.954 at $\alpha = 0.05$, suggesting no significant influence of extrinsic motivation on the performance of Civil Servants at Puskesmas Pulo Brayan. This is consistent with Asmuji's 2010 research, which found no correlation between nurses' tenure and their performance in nursing care documentation, with a p-value of 0.459. Similarly, Aprilyanti's 2017 study indicated that tenure does not correlate with productivity, thereby impacting performance.

3. The Effect of Extrinsic Motivation with the Performance of State Civil Apparatus (ASN) at Puskesmas Pulo Brayan

Based on Table 8, it is revealed that 80.6% of the respondents expressed their extrinsic motivation as good. Of these, 67.7% categorized their performance as good while 12.9% as not good. A survey result showed that most respondents agreed that the workspace provided by Puskesmas Pulo Brayan is conducive to working. The facility is well-equipped with amenities like air conditioning, pleasant lighting, and well-maintained furniture, ensuring both staff and visitors feel comfortable. However, some issues were noted, such as certain staff holding multiple job roles due to a shortage of competent personnel, leading to an inability to meet their targets. A significant part of the feedback also showed that many did not feel a strong connection to Puskesmas, though they generally complied with its regulations.

Additionally, 19.4% of respondents felt their extrinsic motivation was not good. Of this group, 6.5% believed their performance was good and 12.9% believed it wasn't. Interestingly, even those with lower extrinsic motivation but good performance could achieve their work targets, collaborated well in teams, and had skills that matched their jobs. Employee gatherings were found to strengthen the bond among employees, in line with a 2018 study by Harianto, Vidyarani, & Sari. Statistical results displayed a p-value of 0.026 at $\alpha = 0.05$, implying a significant relationship between extrinsic motivation and the performance of the Civil Servant Apparatus at Puskesmas Pulo Brayan. This aligns with several other studies that show the positive impact of extrinsic motivation on employee performance. The provision of conducive work environments, fair and equal treatment by leaders, and investment in employee development were emphasized as crucial extrinsic motivators.

In conclusion, the performance of these public servants directly affects healthcare services at Puskesmas Pulo Brayan. Good performance invariably leads to higher patient satisfaction. This is in line with Mulyani's 2021 research, indicating that employee performance significantly contributes to patient satisfaction.

4. The Effect of Intrinsic Motivation with the Performance of the State Civil Apparatus (ASN) at the Pulo Brayan Health Center

Based on Table 9, it was identified that 77.4% of respondents indicated their intrinsic motivation to be in the 'good' category. Of this number, 71.0% assessed their performance as good, while 6.5% found it lacking. The majority of the staff at Puskesmas Pulo Brayan work in fields consistent with their educational background, facilitating task comprehension and accomplishment. This aligns with Pitri's 2021 research, suggesting an influence of educational background on employee performance. Moreover, the majority of these civil servants expressed that they aim to excel in their tasks to achieve a promotion, resonating with Ritonga and Lubis's 2015 study linking job promotions to heightened employee performance.

From another perspective, 22.6% felt their intrinsic motivation was not up to par. Of this, 3.2% believed they performed well, while 19.4% felt otherwise. Interestingly, a deeper analysis revealed that, despite lower intrinsic motivation, certain employees still performed well, possibly due to their tenure at the institution. This is in line with Fauziah's 2019 research which posited that the length of service correlates with increased performance. A pivotal result from the statistical test showed a p-value of 0.000 at $\alpha = 0.05$, confirming a significant relationship between intrinsic motivation and performance among the Civil Servant Apparatus at Puskesmas Pulo Brayan.

The study corroborates findings from both Triadi & Hidayah in 2019 and Prahawan & Simbolon in 2014, emphasizing the positive influence of intrinsic motivation on performance. At Puskesmas Pulo Brayan, the dominant intrinsic motivator was the alignment between job roles and

educational backgrounds. The establishment of this alignment, combined with the employees' adherence to regulations, fosters an environment conducive to outstanding performance, as substantiated by Komara & Anton's 2016 research. Furthermore, the institution's open communication channels, encouraging feedback and constructive criticism, also plays a pivotal role, resonating with Prasetyo's 2018 findings. However, while extrinsic motivation does influence performance, intrinsic motivation stands out as the more significant driver, a sentiment echoed by Pinto & Dos Santos in 2018.

4. CONCLUSION

Age does not have a significant impact on the performance of the Civil Servant Apparatus (ASN) at UPT Puskesmas Pulo Brayan. Similarly, the length of service does not influence the ASN's performance. However, both extrinsic and intrinsic motivations play a role in influencing their performance, with intrinsic motivation having the most significant impact. The research recommends several actions for the Pulo Brayan Community Health Center (Puskesmas). The study finds that both extrinsic and intrinsic motivations significantly impact the performance of civil servants at the center. To enhance extrinsic motivation, the health center should foster better relationships and cooperation among its staff, possibly by organizing activities like gatherings or outbound sessions. These activities not only promote camaraderie but also create a more comfortable work environment, enabling staff to perform their duties responsibly and efficiently. The Puskesmas can also enhance performance by providing a safe and comfortable facility for employees. For boosting intrinsic motivation, which greatly affects the performance, leaders need to pay attention to factors that can improve performance, such as giving employees the freedom to voice opinions and facilitating those wanting to improve their skills. The leadership must foster a culture where ideas are valued, teamwork is respected, and employees feel they are treated fairly. Continuous training is also vital for the staff, allowing them to further their skills and knowledge, and when necessary, ensure schedules allow sufficient rest to maintain productivity. For future researchers, it's suggested to expand on this study by considering other variables not included in this research and employing different research methods to offer more varied outcomes and delve deeper into motivation's influence on performance.

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