



The Effect of Intrinsic and Extrinsic Motivation on Employee Performance

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Abstract

Knowing how employees of PT. BPRS Puduarta Insani Medan are motivated, both internally and externally, to give their best performance is the driving force of this research. This study involved a total of 21 participants. This study used a quantitative approach and utilized a sampling technique known as saturated sampling. The data collection process involved distributing questionnaires and utilizing a Likert scale as a means to quantify participant responses. This study used SPSS version 26 for data analysis and multiple linear regression. Based on the results of the t-test, both internal and external factors significantly affect worker output. The results showed that, compared to extrinsic motivation, intrinsic motivation has a significant impact on worker output.

Introduction

In an era of unbridled competition, every organization, especially Islamic financial institutions, faces stiff competition. Islamic financial institutions must assess consumer needs and strive to meet them through the provision of exceptional and satisfactory services in order to gain market dominance, due to the increasing level of competition from competitors. This is impossible to separate from the important role in employee performance, which directly affects the company's operational efficiency and productivity. Because basically, high-performing employees tend to complete tasks more effectively and efficiently, thereby improving the overall performance of the company. In the banking industry, where time is of the essence, optimal employee performance can ensure that services to customers are provided on time and with high quality (Salman et al., 2020; Aburayya et al., 2020; Mihardjo et al., 2020).

Efficient and effective human resource management can provide great benefits to organizations by accelerating the achievement of set goals, reducing costs, fostering positive relationships between employees and employers, and improving overall company performance. Encouragement or motivation is a means to foster employee performance spirit. An organization or company must prioritize the implementation of effective employee management and retention strategies to foster self-motivation and unwavering commitment to the organization's vision and goals. Employee productivity or performance is influenced by their perspective on life and mental disposition, which consistently seeks to improve the quality of life (Ugoani, 2020; Kim & Lee, 2022).

During this time, many experts have different definitions and interpretations of performance, depending on the context and situation in which the concept of performance is applied. Performance is essentially individualistic, as each employee has a different level of competence in fulfilling his or her responsibilities. According to his research, performance is defined as the peak of an individual's abilities and efforts made to achieve certain results. If a person has enough drive or talent, they can successfully perform their duties as expected. Robbins

provided performance measurement indicators, namely quantity, quality, timeliness, and work effectiveness (Shilaluke, 2021; Baraba, 2023; Tewabe, 2022).

Finding motivation in an organization, especially among its members, is a very easy task. This is related to one of the management responsibilities of POMCE (planning, organizing, motivating, controlling, and evaluating). Motivation is an easy managerial responsibility, but it can be a challenge to implement. The reason is simple: as a leader, your main focus should be on understanding the needs of your team members. However, this task is complicated because it is difficult to identify member requirements due to variations in individual needs. Meeting the specific requirements of individuals within an organization is a complex and crucial challenge to ensure that organizational processes remain aligned with the set goals (Fischer et al., 2020).

From an Islamic point of view, motivation at work can be understood as a force or set of beliefs and principles that influence the drive of each person to achieve a certain desired goal. Working in Islam is an obligation. This is contained in the Hadith about the obligation to work which is narrated by Thabrani, which means: "Seeking halal income after the obligatory prayer is an obligation after obligation" (Narrated by al-Thabrani). In the Qur'an, it is also explained about the importance of working in Surah Az-Zumar verse 39: which means: "Say, O My people, work according to your circumstances, indeed I will work (also) and you will know". (Q.S. Az Zumar/39/39). Therefore, Muslims work not only to meet financial needs and pursue worldly possessions, but also because it is their obligation to worship Allah SWT after completing other obligatory worship.

Intrinsic motivation according to refers to the intrinsic cause that drives the individual's desire to take action. Meanwhile, according to Suhardi in the study, it is stated that individuals who have intrinsic motivation are easier to act, and they are even able to motivate themselves without external influences. This is due to certain principles that influence them. In terms of operations, intrinsic motivation is assessed through the use of five dimensions and appropriate indicators, according to Herzberg in Its key elements include Success, the act of doing the Work, the rewards generated, a sense of responsibility, and the process of self-development (Amzat et al., 2017; Sabnam, 2007).

Extrinsic motivation according to Siagian is the motivation that comes from external factors, such as relationships with employees, salary, performance bonuses and work environment. Extrinsically driven individuals may do their work because they are promised encouragement, promotion, or recognition from others, not because they enjoy the task intrinsically. Referring to research, the problem of incompatibility between colleagues and other extrinsic motivators was identified as affecting employee performance, lack of supervision from supervisors, setting performance standards without considering subordinate input, and labor shortages that cause employees to concurrently hold positions. Extrinsic motivation operationally has 6 indicators, namely effective senior management, quality of supervision, interpersonal relationships, salary, allowances and the existence of core values (Sirait, 2016).

PT. BPRS Puduarta Insani was established in 1992, and officially began operating on June 18, 1996. Since the beginning of its establishment, this company has only been named PT BPRS Insani, but it was proposed again in 1994 to become PT BPRS Puduarta Insani on the grounds that the name BPRS Insani had been registered. Based on the information obtained, the word "Puduarta" comes from the Banten language (Serang) which means "House of Treasure". During the establishment of the company, PT BPRS Puduarta Insani empowers employee performance as qualified human resources based on company standards through predetermined stages to get good employees.

The purpose of this study is to offer important insights into the factors that affect employee performance, specifically focusing on intrinsic and extrinsic motivations. This is because banks need to adopt flexible and responsive strategies to remain relevant and competitive in facing this challenge, the need for innovations from banks such as syndicated financing to increase the financing portfolio in the Sharia Bank. Especially in the current era, facing the challenges of digital transformation is also the main focus for the banking industry. Banks should invest in technology that allows them to offer innovative and easy-to-use digital services to customers (Stojkovski & Nenovski, 2021).

Methods

A total of twenty-one employees of PT. BPRS Puduarta Insani became the population of this study. This study uses a quantitative method by sampling the entire population using a saturated sampling strategy, which is sometimes known as the census method. This study utilizes a survey method to collect data from all employees using a questionnaire as a data collection tool. This data collection approach provides a series of questions or written statements to respondents to answer which are then measured by a Likert scale (Hayati et al., 2023; Afandi & Bahri, 2020).

Table 1. Operational Research Variables

Variable	Definition	Indicators
Intrinsic Motivation (X1)	According to Nawawi, the motivation that encourages a person to achieve comes from the individual, in the form of awareness about the importance of the work carried out (Hamdani et al., 2020)	Religiosity
		Achievements
		Appreciation
		The work itself
		Responsibility
		Self-development
Extrinsic Motivation (X2)	According to Luthans, extrinsic motivation is a motivation that comes from outside the self and participates in determining a person's behavior (Auliya & Suhana, 2024)	Effective Senior Management
		Quality of Supervision
		Interpersonal relationships
		Salary
		Allowances
Employee Performance (Y)	Performance is the work achieved by employees in carrying out their duties according to predetermined time and standards. (Yusuf, 2021)	Quantity
		Quality
		Timeliness
		Effectiveness

In order to make the research methodology very strong, the study's sampling technique was chosen carefully. This is why saturated sampling, also known as census method, was chosen intentionally as PT has only 21 employees in total. BPRS Puduarta Insani. It helps in making sure that all members of the population are considered in the study hence avoiding the possibility of sampling bias and gives a comprehensive quality picture of the factors influencing employees' performance. However, the use of this method enhances internal validity of the study though results are likely to have small generalizability to other big populations outside the organization.

Data collection was as systematic as the data collection process which involved survey administrations, documentary analysis and interviews. The primary instrument of data collection was a self-administered questionnaire developed with reference to previous scales and was pre-tested to confirm the reliability and validity of the measure. The items for the survey were developed from previous surveys to measure the aspects of intrinsic and extrinsic

motivation, and performance. This was achieved by measuring the participants' perception of motivational factors and performance levels using a 5-point Likert scale because such a scale affords the respondent the opportunity to reveal not only his/her level of motivation and performance but also the degree of disparity. This scale was used due to several reasons: 1/ The scale was flexible enough and able to measure various levels of attitudes and perceptions which were necessary for the study's goals.

This study is based on theoretically-derived antecedents that relate motivation with performance. In this case, the decision to target on intrinsic and extrinsic place of focuses with employee motivation rely on Herzberg (1959) Two Factor Theory and Self Determination Theory as basic foundation on the structural of such motivational aspects to the machine. These theories formed the basis of the research questions and helped in developing the hypothesis thus making the study to be theoretical sound and methodologically consistent.

The quantitative data was analyzed using the statistical software known as SPSS version 26, and the primary statistical approach considered as the multiple linear regression test. This method was chosen to facilitate evaluation of the extent of the relationship between a number of independent variables (intrinsic and extrinsic motivation) and one dependent variable (employee performance). Before performing the regression analysis proper, the data was checked for compliance with the assumptions of regression analysis such as the normality assumption, assumption of equal variance and the problem of multicollinearity. Issues that may arise during this process were resolved in order to validate the regression results that could be seen in this process.

Result and Discussion

Normality Test

A statistical test known as Kolmogorov-Smirnov is used to check for normality at a significant level. Normally distributed data is shown with a fairly large value compared to 5% or 0.05; The abnormal distribution of data is shown with a significant value less than 5% or 0.05. The findings of the normality test are seen in Table 3.1 of this study.

In Table 3.1, there is evidence of the distribution of data that is distributed in an orderly manner. If the Kolmogorov-Smirnov value is 0.200, which is above the significance threshold of 0.05, then the significance level of $\alpha = 5\%$, which is assumed to be 0.05, has been exceeded. It is assumed that all the variables included in the study have a normal distribution.

Table 2. Normality Test

One-Sample Kolmogorof-Smirnov Test		
		Unstandardized Residual
N		21
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	77471451
Most Extreme Differences	Absolute	,141
	Positive	,082
	Negative	-,141
Test Statistic		,141
Asymp. Sig. (2-tailed)		200c
a. Test distribution is Normal		

- b. Calculated from data
- c. Lilliefors Significance Correction
- d. This is a lower bound of the true significance

Multiple Linear Regression Test

The orientation of this research is to use SPSS, an application program for statistical analysis in testing hypotheses related to the correlation of two variables with multiple linear regression analysis.

Table 3. Multiple Linear Analysis Test Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	8,143	2,195		3,709	,002
X1	,496	,086	,692	5,779	,000
X2	,220	,079	,334	2,792	,012

Based on the findings of the multiple linear regression test in the previous table 2, the regression equations were obtained, including:

$$Y = 8.143 + 0.496 (X1) + 0.220 (X2) + e$$

Since internal and extrinsic motivation are both constant at 8,143, we can conclude that employee performance is also equally 8,143. There is a positive value for the intrinsic motivation coefficient (X1), which is 0.496. Assuming all other things remain the same, this represents an increase in employee performance by 0.496, or 49.6%. A positive value of 0.220 is the Extrinsic Motivation Coefficient (X2). All other things being equal, this means that a one-point increase in extrinsic motivation leads to a 22 percent increase in employee performance.

Determination Coefficient Test (R2)

The purpose of this test is to determine the relative importance of three independent variables to the performance variables (Y), Intrinsic Motivation (X1), and Extrinsic Motivation (X2).

Table 4. Coefficient of Determination (R-Square Test)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889	.791	.768	.817

- a. Predictors: (Constant), X2, X1
- b. Dependent Variable: Y

In SPSS, the "Model Summary" table is where you can find the determination coefficient, which is also known as the R Square value. The value of 0.791 is obtained by squeezing the correlation coefficient, or "R": $0.889 \times 0.889 = 0.791$, according to table 3 above. The quantity, which is equal to the square of the determination coefficient (R squared), is 0.791, or 79.1%. Both intrinsic and extrinsic motivation have a significant impact on employee performance (Y), with X1 and X2 accounting for 79.1% of the total. Other factors not considered in this study accounted for the rest (100 percent minus 79.1 percent, or 20.9 percent).

Partial Test (t)

The t-test was made to understand whether the independent variable (X) had a partial effect on the employee performance variable (Y)

Table 5. Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.143	2.195		3.709	.002
	X1	.496	.086	.692	5.779	.000
	X2	.220	.079	.334	2.792	.012

Based on Table 5, various factors in the test can be concluded with partial which are: Data analysis, especially the results of the partial t-test, showed that the intrinsic motivation variable (X1) affected employee performance (Y) by using a calculated t-value of $5.779 >$ a table t-value of 1.734 and a significance value of $0.000 < 0.05$. An employee's intrinsic motivation level is the single most important component of their productivity at work.

The data analysis, especially the partial t-test results, supports the idea that extrinsic incentive variables (X2) affect employee performance (Y), as shown by an estimated t-value of $2.792 >$ a table t-value of 1.734 and a significance value of $0.012 < 0.05$. Therefore, the influence of extrinsic incentives on employee performance is significant.

Simultaneous Test (F)

Aiming to measure the extent to which many independent factors simultaneously affect dependent variables, the Simultaneous Hypothesis Testing (F-Test) seeks to do just that. Based on the findings of this test, the hypothesis is:

Table 6. Simultaneous Test Results (Test F)

Model	ANOVA ^a					
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.459	2	22.730	34.084	.000
	Residual	12.004	18	.667		
	Total	57.463	20			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

It can be observed in Table 5 that at $\alpha = 0.05$, the calculated F value of 34.084 exceeds the table F value of 3.55. The results of the regression model show that internal and extrinsic motivation significantly affect employee performance, with a significance level below 0.05 (more precisely, $0.000 < 0.05$). Intrinsic motivation (X1) affects performance ($r=0.496$) based on the results of multiple regression studies. This proves that the employees of PT. BPRS Puduarta Insani has high motivation, which in turn increases their productivity. The results of this study are also in line with this study providing more evidence that internal and external factors affect employee effectiveness (Menguc et al., 2010; Atatsi et al., 2019).

Based on multiple regression analysis, it was found that there was a positive and statistically significant influence between extrinsic motivation (X2) on the performance of PT. BPRS Puduarta Insani Medan. In line with other studies, this study found that this showed the partial and simultaneous impact of extrinsic motivation on performance. With a significance value of

less than 0.05, the performance of PT. BPRS Pudarta Insani is influenced by intrinsic motivation factors (X1) and extrinsic motivation (X2). In addition, it reinforces previous research conducted by which internal and external factors affect performance to varying degrees and simultaneously (Soomro et al., 2021).

According to the findings of this study, this research provides a penetrating analysis of the interactive effects of both auto-motives and allo-motives on performance of PT employees. BPRS Puduarta Insani. The holistic impact of intrinsic motivation on the performance of the employee as indicated by a higher coefficient of regression is a fact that testifies to the timeless applicability of the theory of inner psychological incentives to human behavior. Autonomous motivation, which stems from a person's self interest or enjoyment of the activity, has been known from a long time as the most effective form of motivation that leads to the long term engagement and productivity (Riyanto et al., 2021; Ali & Anwar, 2021). This in-built motivation can be connected to the 'self-actualisation' theory of motivation put forward by Abraham Maslow where by workers do not need to be motivated by monetary incentives because they are inherently motivated to attain the best in them through challenge.

According to the results of this study, it is possible to question the frequent management practices, which are based within the framework of a more traditional, transactional model of motivation. Motivation is not simply a matter of the prospect of a payoff in terms of money or a promotion or any other form of tangible reward as posited by the conventional hygiene factors. Unfortunately, this view is reductionist and does not take into account such basic psychological and philosophical needs as the need for control, competence, and meaning the components of intrinsic motivation (Deci & Ryan, 2013). When the job meets these intrinsic motivators, then employees are likely to experience flow, as described by Khessina et al. (2018) and this entails the focused attention of the individuals whereby, they become fully absorbed in the activity thus leading to the enhancement of creativity and productivity of the chain. However, the importance of intrinsic motivation found can be explained by Herzberg's (1968) Two-Factor Theory which focus on hygiene factors and motivators. The hygiene factors that include things like salary and working conditions are called necessary because they prevent dissatisfaction but they don't, on their own, create higher levels of performance. It is the needs those psychological needs that are inherent to the job like the need to achieve, need for recognition, and the work itself that propel the employees. It is notable in evaluating why there was a greater difference with intrinsic motivation affecting performance more adversely than extrinsically motivated employees.

Still, the study does not completely rule out extrinsic motivation but finds ways of motivating the learners that are not so invasive as those used by the teachers. The study indicates that extrinsic factors despite being less powerful than the intrinsic ones considerably contribute to the behavior of the employees. As such, the presence of both internal and external incentive structures underlines the fact that motivation is multifaceted which postures that while internal motivation results in a passionate commitment and perseverance, extrinsic motivation's key role is to fashion the right climate that will increase internal motivation. This proposition is pertinent in organisational work environments because extrinsic rewards are employed to communicate worth and appraisal, that, when deployed appropriately helps to bolster intrinsic motivation (Ukandu, 2022).

Extension of the analysis of motivation in this study in an Islamic financial institution adds depth to the discussion. In Islamic understanding work is not simply the need to earn an economic value but it is worship and part of the spirituality of the mission (Kambey, 2021). This is in line with the intrinsic theory of motivation which states that there is pleasure in

working and the work is done to gain more than just the paycheck. The Qur'anic concept of work is closely linked to the concept of the sacred and it promotes hard work and effectiveness as service to God; it also sees work as the service to the community. Obilam (2023) This spiritual perspective of work lays emphasis on the need to harmonize organizational procedures with the basic personal beliefs and aspirations of the workers especially in contexts of concerns to religion and ethical standards.

There are important signification for the practice of management related to these findings. Managers at PT. Executive desires that BPRS Puduarta Insani and analogous organizations acknowledge the problems of utilizing extrinsic remunerations as an only recourse of increasing productivity but focus to develop an environment that fosters intrinsic motivation. This involves creating a development platform, culture support and career advancement and organizational effect, making the employees to be productive and be proud of their positions. Such an approach can be related to the concept of transformational leadership, which aims at the implementation of a shared vision or values, as sustained by Litz & Blaik-Hourani (2020). From a broader perspective, therefore, this research provides insights that speak against current dominant economic theories under which man is assumed s/ he behaves in purposive, self-serving, and extrinsically motivated manner. They recommend that fundamentally it is time to rebel against this kind of opposition between the two and embrace a model of motivation that is far more sophisticated and far more realistic that captures the roles of both types of motivation while acknowledging that motivation occurs in a social, cultural, and spiritual world where work takes place. This is in similar with Plough (2020) analysis that call for the measurement of human wellbeing that transcends the monetary aspect but embraces ability, freedom, and being.

The study also provides a number of possibilities for further research as follows; A possible avenue for future research is the extension of these studies on the relationship between the internal and external motivation in varying cultural settings. Culture in motivational drivers theory is explained by Hofstede (2010) indicate that where in doubt the intrinsic and extrinsic motivational drivers established in individualism are stronger than those established in collectivism to enhance the local team. Examining these cultural differences may also help review how particular motivation approaches require unique specifications reflecting demand within different organizational and cultural contexts (Gooderham et al., 2022).

Further, more longitudinal designs may help to gain better understanding of how motivation changes across an employee's career. It is also crucial to recognize that person's life-cycle, career issues as well as changes in personal context may affect the relative contribution of intrinsic and extrinsic rewards. Knowledge of these dynamics might assist organisations in proactively building motivation strategies which take into account the ongoing developmental changes in the needs and desires of the employees. On the same note, this research should encourage the society to rethink what it means to be successful in the labor market. Some of the conventional organizational performance measures might not be able to capture the value and performance brought about by intrinsically motivated people. Thus, it is recommended to use more holistic views of success, which encompass the satisfaction with certain aspects of life such as well-being, job satisfaction and quality of relationship with other co-workers within the organization. Historical values such as these reflect a much healthier outlook on how one is supposed to work in order to attain success or at least, attainability of it.

Conclusion

The author draws the conclusion that intrinsic and extrinsic motivation has a significant impact on employee performance at PT BPRS Pudarta Insani from the research and discussion that

follows. The F-table value is 3.55 for $\alpha = 0.05$, and the F-count value is 34.084. In this study, it can be concluded from the regression model that internal and extrinsic motivation have a significant impact on employee performance at the same time, with a significance value of $0.000 < 0.05$. Employee performance is more influenced by intrinsic motivation than external motivation. Consistent with previous research, our findings highlight the substantial impact of both internal and extrinsic motivation on workers' output. This means that to improve their overall performance, businesses should focus on and improve the intrinsic and extrinsic motivators that drive their personnel.

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