
A QUALITATIVE STUDY ABOUT THE RELATION BETWEEN INTRINSIC REWARDS AND ORGANIZATIONAL PERFORMANCE IN KARANG TARUNA MANADO**STUDI KUALITATIF MENGENAI HUBUNGAN ANTARA PENGHARGAAN INTRINSIK DAN KINERJA ORGANISASI DI KARANG TARUNA MANADO**

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Abstract: Intrinsic rewards are very important part in an organization that sometimes has been forgotten its importance. It has such a big relation with organizational performance. But some organization or company only relying on extrinsic rewards or salary in terms of developing and maintaining the organizational performance or employees' performance. There are four descriptions about intrinsic rewards that has been used in this research which are, sense of meaningfulness, sense of choice, sense of competence and sense of progress. The aim of this study is to analyze the relation between intrinsic rewards and organizational performance. This research is casual types of research which uses qualitative analysis interview method to explore the relation between Intrinsic Rewards and Organizational Performance in Karang Taruna Manado. And it has been found the importance of intrinsic rewards and how big its relation with organizational performance. The organization should maintain the good performance by keeping the intrinsic rewards inside their members.

Keywords : *intrinsic rewards, organizational performance, intrinsic rewards in today's work*

Abstrak: Penghargaan intrinsic adalah suatu bagian yang sangat penting dalam suatu organisasi yang terkadang dilupakan kepentingannya. Hal itu memiliki hubungan yang besar dengan kinerja organisasi. Tetapi beberapa organisasi hanya mengandalkan penghargaan ekstrinsik atau gaji dalam meningkatkan dan mempertahankan kinerja organisasi atau kinerja karyawan. Ada empat hal yang mendeskripsikan penghargaan intrinsic yang telah digunakan dalam penelitian ini yaitu, rasa kebermaknaan, rasa pilihan, rasa kompetensi dan rasa kemajuan. Tujuan dari penelitian ini adalah untuk menganalisis hubungan antara penghargaan intrinsic dan kinerja organisasi. Penelitian ini merupakan jenis penelitian kasual yang menggunakan metode wawancara analisis kualitatif untuk mengeksplorasi hubungan antara penghargaan intrinsic dan kinerja organisasi di Karang Taruna Manado. Dan telah ditemukan pentingnya penghargaan intrinsic dan seberapa besar hubungannya dengan kinerja organisasi. Sebaiknya organisasi ini mempertahankan performa yang baik dengan terus menanamkan penghargaan intrinsic dalam setiap anggotanya.

Kata Kunci: *penghargaan intrinsic, kinerja organisasi, penghargaan intrinsic dalam pekerjaan sekarang ini*

INTRODUCTION**Research Background**

Human Resource is a vital aspect in every organization in this world. It has become really important to determine the organizational performance and its sustainability. (Tracey 2003), in The Human Resources Glossary, defines Human Resources as: "The people that staff and operate an organization," as contrasted with the financial and material resources of an organization. A Human Resource is a single person or employee within your organization. Human Resources is also the organizational function that deals with the people and issues related to people such as compensation, hiring, performance management, and training". As we can see on that citation we can conclude that human resource is really important on every organization exist. There are two common things that known affecting the human resource which are intrinsic rewards and extrinsic rewards. Intrinsic reward is an intangible award of recognition, a sense of achievement, or a conscious satisfaction. While extrinsic reward is an award that is tangible or physically given to you for accomplishing something. It is a tangible recognition of one's endeavor.

Nowadays people become more aware about intrinsic rewards and it has become more important in a person's performance. Intrinsic rewards have 4 description in it which are sense of meaningfulness, sense of choice, sense of competence, and sense of progress. (Thomas, 2009) These indicators are the standard of the organizations in term of intrinsic rewards. In a knowledge economy where the greatest asset an employee can offer an organization is their intelligence, experience, problem solving ability and change-savvy persona, intrinsic rewards are especially important to workers. In fact, Frederick Herzberg, who is one of the leading theorists of workplace motivation, found intrinsic rewards to be much stronger than financial rewards in increasing employee motivation. This is not to say that employees will not seek financial rewards in addition to intrinsic rewards, rather it just means that money is not enough to maximize motivation in most employees. People want to feel like their contributions matter (Herzberg, 2004). From there the organizational behavior's build. It shows the organization characteristic and it can determine how well the organization perform and how long it can sustain in the industry.

There are two organizational knowledge that we already knew which are Organizational Behavior and Organizational Performance. Organizational Behavior is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. While Organizational Performance comprise the actual output or results of an organization as measured against its intended outputs (goals and objectives). There are many study about Organizational Behavior and not much about Organizational Performance. That's why the author decided to research about Organizational Performance. Beside that the author thinks that it is important to really know more about the actual outputs or results of an organization, weather it is appropriate with the goals and objectives or not. And the author is trying to search about the relationship between Organizational Performance and Intrinsic Rewards.

Finding the right organization to do the research is really important for this research. There are so many organizations in Manado especially, but the one that really embrace Intrinsic Rewards and have a good Organizational Performance is not much. From the internet research and personal experience, the author found one organization that match with the qualification above. The organization is Karang Taruna. Karang Taruna is a forum for the development of nonpartisan youth generation, which grows on the basis of awareness and sense of social responsibility from, by and for the community, especially the younger generation in the village / kelurahan or similar social community, which is mainly engaged in social welfare As a youth social organization, Karang Taruna is a forum for fostering and developing and empowering the young generation in an effort to develop Social Welfare Services activities and productive economic activities with the utilization of all available potentials in the environment both human and natural resources that already exist. Karang Taruna is an organization that really depending on intrinsic rewards in term of showing a good performance and reaching their goals and objectives.

Karang Taruna is a forum for the development of nonpartisan youth generation, which grows on the basis of awareness and sense of social responsibility from, by and for the community, especially the younger generation in the village / kelurahan or similar social community, which is mainly engaged in social welfare. As a youth social organization, Karang Taruna is a forum for fostering and developing and empowering the young generation in an effort to develop Social Welfare Services activities and productive economic activities with the utilization of all available potentials in the environment both human and natural resources that already exist. As a youth organization, Karang Taruna is guided by the Basic Guidelines and Household Guidelines (PD / PRT) which has also been regulated on the governing structure and tenure in each region from the Village to the

National level. All of this is a form of organizational regeneration for the sake of continuing organization and development of Karang Taruna members both in the present and in the future. Karang Taruna consists of young generations ranging from 13 - 45 years old, hereinafter referred to as the citizens of Karang Taruna (WKT) and the limits of Karang Taruna is 17 to 45 years old. Karang Taruna was established with the aim of providing guidance and empowerment to the young generation, for example in the field of organizational, economic, sports, skills, advocacy, religious and art.

Research Objective

The purpose of this study is:

To study about the relation between intrinsic rewards and organizational performance in the organization.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. As Gubman (1996) observed in the *Journal of Business Strategy*, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change".

Intrinsic Rewards

The personal satisfaction a person derives from a sense of self-accomplishment related to personal or business goals. Psychologists have found that intrinsic rewards can be more powerful motivators than an external reward system such as an employee bonus program. For example, employees who are given more opportunities to meet new challenges or learn new things tend to be self-motivated versus those that rely upon feedback or direction from their employers. (Investor Words, 2017)

Intrinsic Rewards in Today's Work

(Thomas, 2009) in Ivey Business Journal said, to identify these intrinsic rewards, we began by analyzing the nature of today's work. Basically, most of today's workers are asked to self-manage to a significant degree—to use their intelligence and experience to direct their work activities to accomplish important organizational purposes. This is how today's employees add value—innovating, problem solving and improvising to meet the conditions they encounter to meet customers' needs.

In turn, we found that the self-management process involves four key steps:

1. Committing to a meaningful purpose
2. Choosing the best way of fulfilling that purpose
3. Making sure that one is performing work activities competently, and
4. Making sure that one is making progress to achieving the purpose.

Each of these steps requires workers to make a judgment—about the meaningfulness of their purpose, the degree of *choice* they have for doing things the right way, the competence of their performance, and the actual progress being made toward fulfilling the purpose. These four judgments are the key factors in workers' assessments of the value and effectiveness of their efforts—and the contribution they are making.

When positive, each of these judgments is accompanied by a positive emotional charge. These positive charges *are* the intrinsic rewards that employees get from work, ranging in size from quiet satisfaction to an exuberant "Yes!" They are the reinforcements that keep employees actively self-managing and engaged in their work

The following are descriptions of the four intrinsic rewards and how workers view them:

- a. Sense of meaningfulness. This reward involves the meaningfulness or importance of the purpose you are trying to fulfill. You feel that you have an opportunity to accomplish something of real value—something that matters in the larger scheme of things. You feel that you are on a path that is worth your time and energy, giving you a strong sense of purpose or direction.

- b. Sense of choice. You feel free to choose how to accomplish your work—to use your best judgment to select those work activities that make the most sense to you and to perform them in ways that seem appropriate. You feel ownership of your work, believe in the approach you are taking, and feel responsible for making it work.
- c. Sense of competence. You feel that you are handling your work activities well—that your performance of these activities meets or exceeds your personal standards, and that you are doing good, high-quality work. You feel a sense of satisfaction, pride, or even artistry in how well you handle these activities.
- d. Sense of progress. You are encouraged that your efforts are really accomplishing something. You feel that your work is on track and moving in the right direction. You see convincing signs that things are working out, giving you confidence in the choices you have made and confidence in the future.

Organizational Performance

James (2012) Management books are full of phrases such as organisational effectiveness, organisational efficiency, organisational alignment, and numerous others. So when we speak of ‘organisational performance’, what is it that we are speaking about? First, we’ll refer to the Oxford dictionary which defines ‘organisation’ as “an organised group of people with a particular purpose”. ‘Performance’ is defined to include “the action or process of performing a task or function seen in terms of how successfully it is performed”. When these definitions are put together, we can say organisation performance relates to how successfully an organised group of people with a particular purpose perform a function.

Previous Research

Tuvei, Wanjere, and Mauyo (2016) in “Influence of Intrinsic Rewards on Organizational Performance in Sugar Companies of Western Kenya”, said that intrinsic reward is an outcome that gives an individual personal satisfaction such as that derived from a job well done. In essence if an employee has a job satisfaction then his working will have an impact on the organizational performance. The study looked at the influence of intrinsic rewards on organizational performance in public and private sugar companies in western Kenya. Employees at all levels of management were sampled. The research adopted the descriptive survey research design. Data was collected using questionnaires, for primary data and secondary data were obtained through document analysis. The data was analyzed using descriptive and inferential statistics. Using SPSS (version 20.0) the values of the coefficients and regression analysis were obtained. From the results there existed a positive influence between intrinsic rewards and organizational performance, the researcher recommended that; the sugar manufacturing firms should improve their organizational reward systems for employees’, sugar manufacturing firms should fully embrace the concept of on the job training and job rotation to improve the employees’ experience.

Ayesha et, al. (2015) in “The Effect of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational”, were measuring the effect of intrinsic and extrinsic rewards on employee attitudes, job satisfaction and organizational commitment as well as the mediating role of perceived organizational support. Data were collected from banking sector of Faisalabad, Pakistan. The main objective was to focus the employee’s perception about the organizational support and employees’ satisfaction and organizational commitment. The mediation effect of perception of organizational support was analyzed between the relationship of intrinsic & extrinsic rewards and employee attitudes like organizational commitment and job satisfaction. The study revealed that employees felt positively about intrinsic and extrinsic rewards. Limitations and future directions had also been discussed.

Osabiya and Babatunde (2015) in “The Effect of Employees’ Motivation on Organizational Performance”, seeks to unravel the factors that affect construction workers’ motivation and the corresponding effect of the identified motivational factors on workers’ performance and overall productivity. The survey revealed that, among the top ten critical factors (teamwork, work based on contract, supervision based on leadership by example and provision of equipment) had great effect on motivation as well as impact on productivity. More so communication, love and belongingness, opportunity to undertake challenging task, identification with goal and overtime were among the critical factors.

Many studies have been conducted in the case of the effects of individual reward types on the performance of firms employees. However, there has never been a research which included all intrinsic and extrinsic rewards simultaneously in a comprehensive model. Payam et, al. (2013) in “The Relationship Between Rewards and Employee Performance”, focusing on 77 filled up survey questionnaires by different employee types from two Malaysian tourism companies, there has been an attempt to examine the role of different reward

types applying the Backward Multiple Regression technique. Overall, the statistical results show that although all reward types (including intrinsic and extrinsic types) have a direct positive relationship with employees performance based on the correlation test, three types (i.e. appreciation, fringe benefits, and bonus) lose their importance when they are considered in a more comprehensive model including other rewards. Furthermore, the study shows that internal rewards have more powerful effects on employees performance than the extrinsic rewards. Intrinsic motivation occurs when people engage in an activity, such as a hobby, without obvious external incentives. This form of motivation has been studied by social and educational psychologists since the early 1970s. Research has found that it is usually associated with high achievement and enjoyment by the employees.

Sudhanshu and Chauhan (2013) in “A Critical Analysis on Intrinsic & Extrinsic Factors of Motivation”, said that intrinsic motivation occurs when people engage in an activity, such as a hobby, without obvious external incentives. This form of motivation has been studied by social and educational psychologists since the early 1970s. Research has found that it is usually associated with high achievement and enjoyment by the employees. Intrinsic motivation has been explained by Fritz Heider’s attribution theory, Bandura’s work on self-efficacy, and Ryan and Deci’s cognitive evaluation theory. Extrinsic motivation comes from outside of the performer. Money is the most obvious example, but coercion and threat of punishment are also common extrinsic motivations.

There is a big similarity in the previous studies. It has been found that all studies use quantitative method to do the research and the result is intrinsic rewards has a significant impact on organizational performance. But there is also a different on them, some said extrinsic rewards has bigger impact than intrinsic rewards while others said the opposite. (Journal Articles, 2018)

Conceptual Framework

Based on previous section, the variables and theoretical relationship in this research can be systematically formed at figure 1.



Figure 1. Conceptual Framework

Source: Theoretical Framework

RESEARCH METHODOLOGY

Types of Research

In conducting this research, the researcher used qualitative analysis interview method to explore the relation between Intrinsic Rewards and Organizational Performance in Karang Taruna Manado. According to Denzin and Lincoln (1998), qualitative research involves the collection of a various of empirical materials case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individuals’ lives.

Time and Place of Research

This research has been conducted in Karang Taruna Manado while the interview has been conducted in a place that the researcher has prepared. The respondent then invited to the place that the researcher has prepared to do the interview. This research has been conducted on November 2017 - January 2018.

Research Procedures

There are some steps that has been done in conducted this research:

1. Study about qualitative analysis interview method and Human Resources Material, Intrinsic Rewards Material, especially from secondary data like journals, articles and books.
2. Select the Potential Respondents to be interviewed. Gain the Permission to Conduct Research in Karang Taruna Manado
3. Devise the questions for the interview.
4. Conduct observation while doing in-depth interview with the informants to get information.
5. Doing analysis while collecting the data.
6. Doing final observation and interviews to do data triangulation and complete the materials.
7. Re-checking all the interview and observation results.
8. Writing results.

Population

Population is identifiable group of elements (e.g, people, products, organizations) of interest to the researcher and pertinent to the information (Hair, J., Bush, R., Ortinau, D. 2006:310). According to Spradley (1980) in Sugiyono (2007:389) in qualitative research there is no population term but only social situation, which consists of three elements: place, actors and activity. The social situation of this research is all Elements that can be respondent about The Relation Between Intrinsic Rewards and Organizational Performance in Karang Taruna Manado.

Sample

Sample is the subset or subgroup of population (Sekaran and Bougie, 2010:444). While as quoted from Sugiyono (2007:390-391) Sample in qualitative research is not called as respondent instead as a sources, participant, informant, friend and teacher in research process. Sample in qualitative research also is not statistical sample but a theoretical and constructive sample because the purpose is to gain theory and the source data is the source of constructed phenomenon that was previously unclear before.

Sampling Techniques

In this research, snowball sampling is used with some considerations. At first, the researcher collected information from websites, newspaper, or relatives about the potential respondents that can give Information regarding the relation between Intrinsic Rewards and Organizational Performance in Karang Taruna Manado.

Primary Data

According to (Hair, J., Bush, R., Ortinau, D. 2006), Primary data are the result of conducting some type The data needed for this research were gathered through interview and observation in the social situation.

Instrument of research

The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book and a recorder in order to conduct interviews

RESULT AND DISCUSSION**Result**

This result use qualitative research and use in depth interview as the tool to gain information. The population of this research are 10 members of the organization that are being sampled with snowball sampling. The first step, question arranged and prepared before interview. The interview started with the head of Karang Taruna Manado as the first respondent, right after the author asking for permission to do the research. After that the first respondent giving a recommendation for the next respondent, and so on until the last respondent.

1st Respondent: Mr. Brilliant Charles

Related to doing a job without getting payment, 1st respondent said:

“I believe the value that i gave to others is more important than the payment i could get and it is my personal decision to do all the jobs. I also feel that I am accomplishing something good by doing all the activities and feels proud of what i did, especially when the activities are succeeding.”

2nd Respondent: Mr. Andre Patimahu

Related to doing a job without getting payment, 2nd respondent said:

“It is already becoming my nature to help people in need. It comes from within myself to give what i can give to others. I am a church attendant, and by being in that position help me realize that this life is nothing but serving. I personally have a mindset that I need to do all the jobs wholeheartedly, so it would give a good impact. By having this feeling from inside I always do my job as good as i possibly can and i will always do so. I felt that i already accomplishing so much with the organization and it is always makes me proud if the jobs that been done going in the right way and being handled well.”

3rd Respondent: Mr. Marlon Mondong

Related to doing a job without getting payment, 3rd respondent said:

“It is my personal decision to do all the jobs and by doing those activities, I can give a good value to others. I also thinks that it is important to not always focusing on salary. By having the feeling of serving we will always do the best on our job later, no matter what our occupations are. Besides that, i always have a big dream on becoming a successful person in the future, and by being in the organization i can improve my ability and also my networks. So far, I feel that my competences have been increasing in some aspects.”

4th Respondent: Mr. Ferli Kokong

Related to doing a job without getting payment, 4th respondent said:

“It is because satisfaction of helping people is more precious than money. Even sometimes i should spend money in doing some activities and it is okay for me because I have decided to give the best on all the activities. I am really proud of my trash bank program, because it entered the top 10 “Karang Taruna Berprestasi”. I think i have become a better person now.”

5th Respondent: Mr. Christian Pola

Related to doing a job without getting payment, 5th respondent said:

“For me the feeling of satisfaction by giving value to other is bigger than the value of money. Helping other with all what I can have always been my vision in the organization. Because of that, I have always trying to give the best quality of work in all the activities.”

6th Respondent: Mr. Billy Tampi

Related to doing a job without getting payment, 6th respondent said:

“I am really happy and grateful when helping people, especially helping them who are in need. Besides that, I already decided to help the government in terms of their social works. I always consider about the quality of my work, because I believe that I need to give 100% from myself in every single activity. So far, I am so proud of what I did that already giving a good impact to the society.”

7th Respondent: Mr. Andreas Mambu

Related to doing a job without getting payment, 7th respondent said:

“It is my personal decision to do it and I believe that it is important to give back to the society, and by doing works in the organization i can give back to the society. I also thinks that it is important to improve our ability, and by being in the organization i feel that what i am able to do has been improved there

8th Respondent: Mr. Roy Legoh

Related to doing a job without getting payment, 8th respondent said:

“It is my pleasure to help others and i have decided to give back to the society what i am posible give. By being in the organization I felt that I have improved so much as a person, because I always improve the quality mine on doing all the activities.”

9th Respondent: Mr. Frederick Tangkau

Related to doing a job without getting payment, 9th respondent said:

“I am moved by seeing the youths wasting their time for something that are not important, so i want to give them a good institution and good activities to fulfill their time. Even though sometimes I have to spent money for it, but it is okay for me because I personally really wants to help the youth to have a good future. So far I already saw some changes on the youth in my neighborhood, and I am really satisfied because I can give the best from me in every activity.”

10th Respondent: Mr. Geral Mahipe

Related to doing a job without getting payment, 10th respondent said:

“It is okay for to do all the jobs without getting payment beausie i know what i am doing is important and have a good benefit to others. I always do my jobs with the best quality of works. It is also important for me that I am able to build a wide networking in the organization.”

Discussion

Intrinsic rewards are a very important part in an organization that sometimes has been forgotten its importance. It has such a big relation with organizational performance. But some organization or company only relying on extrinsic rewards or salary in terms of developing and maintaining the organizational performance or employees' performance. The aim of this study is to analyze the relation between intrinsic rewards and organizational performance. In this research the author has found the importance of intrinsic rewards and how big its relation with organizational performance. With the results of this research, the author is hoping that this could increase the awareness of how importance intrinsic rewards in developing and maintaining the organizational performance

From this research in Karang Taruna Manado, it has been found that intrinsic rewards have a really positive relationship with organizational performance. The respondent said that they became more motivated to perform well in the organization by having these intrinsic rewards on them which is very positive for both the organization and the respondents. Intrinsic rewards and organizational performance have a strong bond that is like an immediate reaction, when someone have these intrinsic rewards on them whatever the rewards are, their performance in the organization will immediately affected by it and for sure they will show a good performance and the organization vision and goals. So the relationship between intrinsic rewards and organizational performance can't be separated or broke because the positive relation between is really strong and it is always connected directly

Organizational performance is an immediate response of intrinsic rewards inside a person. By saying that it can be tell that the organizational performance in Karang Taruna Manado is really good because all the members that has been manage to be interviewed have a strong intrinsic rewards on them. The value that they want to give to others and the feeling of self-progression have a strong impact on how they perform inside the organization. And based on their personal experiences, the vision and goals of the organization has already been achieved. So it can be tell that every organization a strong basic of intrinsic rewards inside of each member will be performing well because they will always have a clear vision of what are they doing or for who they are doing it or even what are the results of something that they are doing.

There are a few challenges within the organization that have been found in this research. Difference in opinions between members is the major problem in the organization, it can be crucial if not been handled quickly. So far it has been handled well by having discussions and deliberations, and also by understanding one another. The biggest problem in the organization is bad opinions and views from outside the organization. The way the organization handle it was good, which is by keep doing the best work in the organization. By that way people can see that the organization is actually a good organization and it giving a good impact to the society

CONCLUSION AND RECOMMENDATION**Conclusion**

Based on the results and discussion in the previous chapter, we can conclude some points here which are:

1. Sense of meaningfulness is the intrinsic reward that all the respondent have inside them, by that author conclude that most of the member of Karang Taruna Manado must have this intrinsic reward inside them. All the respondents have more than one intrinsic rewards on them, from that the author conclude that some of the members or even all members of Karang Taruna Manado must also have more than one intrinsic rewards inside them.

2. Organizational Performance is the immediate response of intrinsic rewards which means every performance shown by a person in the organization is the reflection of intrinsic rewards inside them. The author concludes that organizational performance in Karang Taruna Manado is really good because all the members have a strong basic intrinsic rewards on them. The author expect they got this form "BIMTEK" that they arrange continuously.
3. The Relationship between Intrinsic Rewards and Organizational Performance in Karang Taruna Manado is a positive relation. It is shown in the result of this research that shown a strong positive bond between these two, and also it measured from the vision of the organization that has been reached.
4. The challenge that most respondent face is actually the differences in opinions. This is a sure thing when it comes to organization with so many people with different minds in it. But so far the organization can handle it well with discussions and deliberation, and also by understanding one another. The other big challenge that found in the organization is the bad opinions and views from outside the organization. In this case the organization can't control the people minds, especially they who are not in the organization.

Recommendation

1. For the organization, they should maintain the good performance by keeping the intrinsic rewards inside their members. No matter what the rewards, as long as it giving a good impact to the organization, and as long as it has a positive relationship with organizational performance, then they should maintain it.
2. For the companies that doesn't aware of how important intrinsic rewards are, this research might help them to realize the importance of intrinsic rewards. Because intrinsic rewards should be inside every employee in the world, so they will work not only based from salary, but they will also have value in their works. By this way the employee can have a good and sustainable performance.
3. For the organization, the way they handling their challenges was good. They should keep it this way and they should find the way to really terminate this challenges.

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