

## THE INFLUENCE OF EXTRINSIC AND INTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE AT BANK SULUT MANADO

PENGARUH MOTIVASI EKSTRINSIK DAN INTRINSIK TERHADAP KINERJA KARYAWAN  
BANK SULUT MANADO

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**Abstract:** Motivation is the basic desire why people do job and performance of employee have a strong related with employee's motivation and the purpose of this study was to investigate how two variable of motivation (extrinsic and intrinsic motivation) based on Herzberg (1966) that affect employee performance, A conceptual framework based on Human Resources Management, was utilized to form 2 hypotheses predicting the causality between the different variables. After validating the scale to data gathered through questionnaire, regarding 100 respondent employees of Bank Sulut central office Manado, analysis method multiple regressions model used to answer the research problem, whereas a relationship on both motivation and job performance variable it is significant since the theoretical expectations that conclusion are: Extrinsic and intrinsic Motivation influence job performance simultaneously and significantly. Extrinsic motivation influence job performance partially and significantly. Intrinsic motivation influence job performance partially significantly where motivation influence job performance of employee that caused some factors like supervision, training, monitoring, pay, achievement, job security, and relation with work environment. Management of Bank Sulut Manado should concern to understand employee's need and wants such as provide a comfortable work enviroment and rewarding every task of employee that they can do good job.

**Keywords:** motivation, (extrinsic and intrinsic Motivation), job Performance

**Abstrak:** Motivasi merupakan dasar mengapa orang mau bekerja, saat ini motivasi dibutuhkan untuk mendukung dalam meraih tujuan perusahaan. Dengan demikian Kinerja karyawan memiliki kaitan dengan motivasi yang mereka miliki. Tujuan penelitian untuk mengetahui apakah motivasi (motivasi eksternal dan motivasi internal) berdasarkan teori Herzberg (1966), mempengaruhi tindakan seorang. Hal ini merupakan kerangka dari sumber daya manusia dan literatur tentang motivasi yang menggunakan dua hipotesis prediksi penyebab perbedaan antar variabel, setelah melakukan uji validitas dan adaptasi berdasarkan skala yang dikumpulkan melalui kuisioner. Melibatkan 100 responden dari karyawan Bank Sulut Manado. Teknik analisa menggunakan Regresi linear berganda untuk menjawab masalah-masalah penelitian, Hasil penelitian menunjukkan terdapat hubungan motivasi dan kinerja karyawan yang signifikan berdasarkan tanda positif sebagaimana ekspetasi dari teori yang ada. Dengan demikian motivasi eksternal dan internal berpengaruh terhadap kinerja karyawan secara signifikan berdasarkan beberapa faktor seperti pelatihan, supervisi, pengawasan, gaji, prestasi, keamanan, serta hubungan dengan lingkungan kerja. Menejemen Bank Sulut sebaiknya lebih peduli akan kebutuhan dan keinginan karyawan seperti menyediakan lingkungan kerja yang nyaman dan memberikan penghargaan kepada setiap karyawan yang melaksanakan pekerjaan mereka dengan baik.

**Kata kunci:** motivasi, (motivasi eksternal dan internal), kinerja Karyawan

## INTRODUCTION

### Research Background

Employee is an important aspect that determines the success of a company to become more competitive in global business environment. Recently, most of companies required highly talented and skilled employee in line with providing high quality products to their customers. In terms of employee perception, the amount of feedbacks like salary, recognition, and job satisfaction will enhance the productivity and do create more job motivations. Meanwhile, the competition to get achievement is part of employee motivation and human resources not just based on knowledge but that it already also become implementation as the company needed. Performance of employee have strong related with employee motivation because a lot of the activity and interest in this area can explain about the existence motivation on the workplace and it is Important to employee which they must know how to increasing their performance as the professional and as an individual behavior to various situational demands. Motivation Productivity in company not just depend on high technology, education or social interact but also personal attitude because a lot case of employee they feel bored and complain when they working.

Working in a group means problem solve which this important to role of people who are motivated by creative work method, the work method must be efficient so the conclusion can achieved. If management never responding and lead the employee personally it is doesn't work. In this case the social enviroment influence employee motivation because there will be always people who is arguing and asking for more detail information. Organizational development usually can be expense reduction. Motivation has become the most concern in today's organization, and trying to Maslow's basic needs. Though in some situation, it is being operated side by side. But as a research topic the aspects of motivation used by the agents of organization in enhancing their employee's performance and the extent motivation that turn to evaluate the methods of performance in organization by some motivational factors like satisfies and dissatisfies.

A successful company wants to hear managers and all employees but it is not easy to take all idea and comments, but that's mean for company throws all the demands of employee. So opinions have a right to heard whether good or not. This makes the whole potential of the organization useable. All of these things indicate to open communication to develop an organization and individual until can create vision to share.

Considering all things above as company who was doing job of managing and operating in Bank Sulut Manado always wants motivating their employee by having good corporation among the employees, then the company itself will be needed to raise one of company goal that are to satisfy the customers. As one of the best local bank in Indonesia, Bank Sulut has perceived to provide the best product and services. Thus, the responsibilities of employee were considered as an important element in this company. The employee must have motivation in doing their job. So that they are willing to implement the company procedure and strategy in their daily activities and the efforts of all employees who are doing their job according to the target operation in Bank Sulut Central office Manado will run well.

### Research Objective

This research aims are to examine:

1. To know the influence of Extrinsic Motivation and Intrinsic Motivation to Job Performance.
2. To know the influence of Extrinsic Motivation to Job Performance.
3. To know the influence of Intrinsic Motivation to Job Performance.

## THEORITICAL FRAMEWORK

### Human Resource Management

Human Resource Management is a part of management focused in learning the relationship and the role of people in a company. It involves all management decisions and practices that directly affect or influence the people, or human resources who work for the organization. According Byars & Rue (2006:30) Human Resource is a system of activities and strategies that focuses on successfully managing employees at all levels of an organization to achieve organizational goals. Employees are the human resources of an organization and it important asset which the organization must to make employee productivity for achieve the goals. Based on Definition, it can be defined human resources management the function that run the process concerning to the employee necessary, which that recruitment and selection improve the employee ability.

### Motivation

Oppu (2008) defined motivation is the set of processes that arouse direct and maintain human behavior towards attaining some goals. Employee must understand about their motivation and understanding the essential to improving their productivity. An employee with highly affiliated motivation is interested in or considers the feeling and opinions of his/her colleagues or subordinates and will strive for acceptance and agreement from subordinates or colleagues. So motivation can be attributing or to reflect personal desire which motivation on personal's attitude emotion and behavior in social physiology. Akanbi (2011) stated motivation consists of interacting and interdependent elements, i.e., needs, drives and incentives and managers and management have believed that organizational goals are unattainable without the enduring commitment of members of organizations. The most popular motivation theories are developed by Abraham Maslow. He claim that motivation could be described in terms of hierarchy of needs and that were five levels:

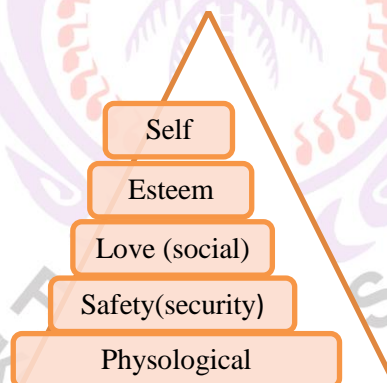


Figure 1. Five hierarchy of needs (Maslow.1943)

### Motivation Factors

Herzberg theory he listed a number of factors Hygiene that are similar to Maslow's hierarchy of need. They are two factors of motivation such as;

#### Extrinsic Motivation:

1. *Supervision*: One who oversees the work or tasks of others.
2. *Training*: Training is the acquisition of knowledge, skills, and competencies as a result of teaching vocational or practical skills and knowledge that relate to specific useful competencies.
3. *Monitoring performance*: Supervising activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets.
4. *Planning work*: A detailed accounting of how an individual or group proposes going about accomplishing a specific task, approaching a project or pitching a new business concept.

5. *Setting expectations*: Is about setting expectations with your team, your boss, or your customers. If you agree on expectations early in the game, you are more likely to keep everyone satisfied.

### Intrinsic Motivation:

1. *Pay*: is compensation or performance or amount that is paid such as money
2. *Achievement*: a thing done successfully with effort, or courage to reach this stage is a great achievement.
3. *Recognition*: special notice or attention to know something.
4. *Physical surrounding*: as the section of human environment that has physical factors or can be defined as the material surrounding of a process, system or organism.
5. *Job security*: As affects a person's job security includes the job designation of a person, company behavior and other factor like employment unions.
6. *Relation*: The way in which two or more people or things are connected.

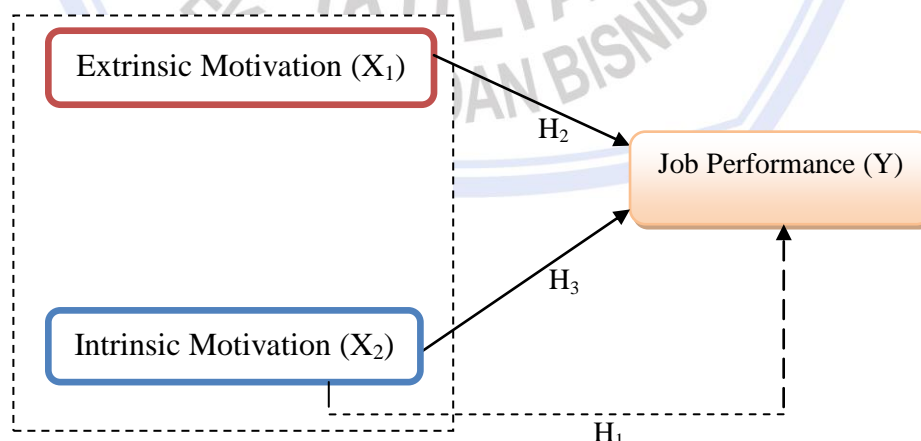
### Job Performance

Performance is "the measurement of result" said Robbins (1984:99) in the working performance, to reward people in company requires some agreed upon criterion for defining their performance. whether this criterion is valid or not representing performance is not relevant to definition as long reward from working performance are allocated based on factors that are directly linked to doing the job successfully. Job performance represents an important aspect which can develop the organization effectively and efficiently. Accordance with Keijzers (2010) job performance also has its implications the measurement of job performance is mostly not objective. A high quality of work life is one of that offers the individual such thing as adequate and fair pay for a job well done, safe and healthy working life condition. Opportunities to learn and use new skill, room to grow and progress in a career, protection of individual rights, pride in the work itself and organization. Performance is job methods conducted by every worker using human resources that have to limits reach a target which has been specified previously by comparing the target to reach with real result after work has been done means that performance is the bottom line for people at work.

### Previous Researchers

Oppu (2008). Found the result study of motivation and work performance show that motivation factors have significant Influence on Job performance positively related. Salleh (2011) in his study of the effect of motivation on job performance Found that factors of motivation positively related. Akanbi (2011).found that result the motivation factors has significant to influence employee performance.

### Conceptual Framework



**Figure 2. Conceptual Framework**

Source: processed data 2013

## Research Hypothesis

- H<sub>1</sub>: Extrinsic Motivation and Intrinsic Motivation influences Job Performance simultaneously.  
 H<sub>2</sub>: Extrinsic Motivation Influences Job Performance Partially.  
 H<sub>3</sub>: Extrinsic Motivation Influences Job Performance Partially.

## RESEARCH METHOD

### Type of Research

The purpose of this research is to identify the Role of motivation on job performance. This research is causal. Causal since the purpose is to determine if one variable causes another variable to occur or change. This research is a quantitative method since using questionnaire as a tool to gather data and analysis.

### Place and Time of Research

This research was conducted at Bank Sulut Central office Manado (Jl. Sam Ratulangi No.9 Manado), it is perfect locations to observed because researcher can find a lot motivation case there and this research regarding employees of Bank Sulut as the participants for collecting the data. The study was conducted in Manado from Augustus – October 2014 (3 Months) and the survey started on October 2013.

### Population and Sample

The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate Sekaran & Bougie (2009:262). Population of this research is Manager and employee in Bank Sulut central office in Manado. According the source at least until July 2012, the total employee of Bank Sulut in central Office Manado are 208 employees.

**Table 1.**Daftar Uraian Kerja pegawai

NO	Uraian Kerja	Jumlah	Respondent
I	Komisaris	3	0
II	Direktur	5	0
	Staf Direksi	3	0
III	Pimpinan Divisi	10	5
IV	Pimpinan Bagian	20	20
	Staf/Pelaksana	167	75
	<b>Jumlah</b>	<b>208</b>	<b>100</b>

Source: HRM Bank Sulut Central office Manado 2013

Sample is a subset of the population. The sample survey is mainly directed to employee of .Bank Sulut central office in Manado. The Probability sample design is simple random sampling this approach is adopted for the questionnaire survey where the respondents were asked to fill questionnaire directly is 100 respondents valid which respondents are 5% for chief of Division, 20% for supervisor and 75% for staff representing all department from total 208 employees. The data collected will be input to the computer for analysis.

### Data Collection Method

1. Primary data which is the information that researcher obtained first-hand by the researcher on the variables of interest for the specific purpose of the study in this study primary data is the data that collected from the questionnaire of respondent by direct survey, go to the field an spread the questionnaire.
2. Secondary data is obtained from internet, textbook, literature that contains information about the research and sample of thesis IBA library and other source related study.

## Data Analysis Method

### Validity and Reliability Test

Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure. Validity is the level extent to which of precision and accuracy of a measuring instrument to perform the functions of measuring in this study is the questionnaire. An instrument has high validity if it can deliver results in accordance with the purpose of measuring the measurements itself which is valid at 0.01 level or higher. The validity of testing can use the Product-Moment Correlation Pearson techniques and Reliability analysis is used to measure the correlation between multiple measurements of a construct in order to quantify some underlying dimension. The reliability of a measure is established by testing for both consistency and stability.

### Test Classical Assumption

#### Multicollinearity

Multicollinearity test is to test whether the regression model found a correlation between the independent variables. In a good regression model, there should not correlation between the independent variables. Multicollinearity appears because of the correlation inter independent variable, causing it is difficult to know which independent variable influenced dependent one Multicollinearity test is done by looking at the value of tolerance and the variance inflation factor (VIF). If the value is higher than the tolerance value of 0.10 or VIF smaller than 10, it can be concluded not happen multicollinearity.

#### Heteroscedasticity

Heteroscedasticity test is to test whether the regression model variance occurs inequality. It shows the appearance symptom of hindrance variant error that causes inequality in independent variant probability. This examination can be done by applying a regression between independent variables and the residual variables. If there is significant correlation between them, it means there are heteroscedasticity symptoms, and if there is no significant correlation means that there is no heteroscedasticity symptom. Good regression models should be homoscedasticity or there is no heteroscedasticity.

#### Normality

Normality test is a method for testing whether a specified probability distribution resulted in a given data sample from a population. This test is considered an effective way of determining whether the distribution of data in a sample departs from a normal distribution.

### Multiple Linear Regression Analysis Models

In a general Multiple Regressions is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval-scaled dependent variable, or in other explanation multiple regression used in a situation where two or more independent variables is hypothesized to affect one dependent variable. Once gathered the data from the field, the next step to analysis the data and solving the problem using Multiple Regression Method, it also to test the hypotheses that have been stated. The data then inserted into the statically tools SPSS version 20.0. This method has been chosen to measure the role of extern motivate ( $X_1$ ), intern motivate ( $X_2$ ), on job performance ( $Y$ ).

$$Y = a + b_0 + b_1X_1 + b_2X_2 + e$$

Where:

- Y : Job performance
- $X_1$  : Extrinsic motivates
- $X_2$  : Intrinsic motivates
- $b_0$  : Intercept
- $b_1, b_2$  : the regression coefficient of each variable
- e : error

## RESULT AND DISCUSSION

### Validity and Reliability Test

The validity test is used to know whether the instrument is valid or not, the validity is using Pearson Correlation Significant two tailed test which the instrument is valid if The instrument is to valid if the score of indicator is positive and more than 0.3 ( $r \geq 0.3$ ), and the table also shown that the correlation between variables is more than 0.3 which indicate that the instrument is valid. And liability test is gained from the reliability analysis. The reliability analysis in this research is gained by the Cronbachs' Alpha. A coefficient alpha calculates the average of all possible split-half measures that result from different ways of dividing the scale questions (Hair, Wolfinger, Ortinau, and Bush:157). The data of the research is said to be reliable if cronbach's alpha is more than or equal with 0.6. In conclusion the research instrument is reliable.

### Classic Assumption Test

**Table.2** Mucollinearity Statistics

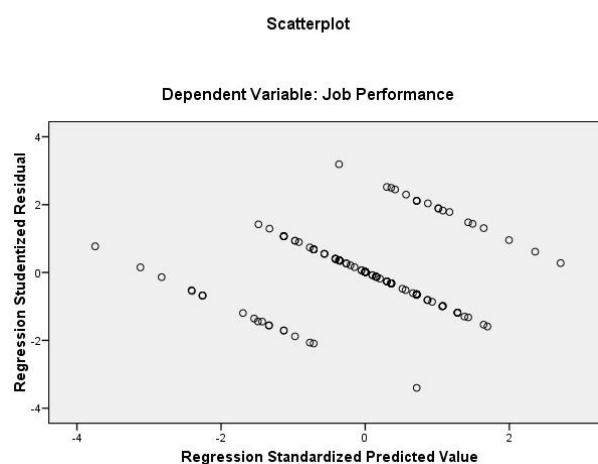
Model	Collinearity Statistics	
	Tolerance	VIF
1. (Constant)		
Extrinsic Motivation ( $X_1$ )	.688	1.454
Intrinsic Motivation ( $X_2$ )	.688	1.454

a. Dependent Variable: Job Performance

Source: SPSS Data Analysis

The Multicollinearity problem shows through the Collinearity statistics, in the tolerance and variance inflated factors (VIF) table. If the tolerance value more than 0.10 and the VIF value less than 10, it indicates there is no multicollinearity. Table above shows that the tolerance values of Shop Environment, Shop Staff, Integrated Marketing Communication, Emotional and Cognitive Estimation, Hedonic Motives and Involved into the Fashion are more than 0.10, and their values of VIF are less than 10, so, it shows this research is free from multicollinearity.

### Heteroscedasticity



**Figure 3. Heteroscedasticity Result**

Source: SPSS Data Analysis

Figure 4.5 it can be seen that shows that the patterns of the dots are spreading and the dots are spreading above and below the zero point of Y-axis. So, This proves that the independent variables which are Extrinsic Factors ( $X_1$ ) and Intrinsic Factors ( $X_2$ ) on Depend Variable Job Performance (Y) which there is no heteroscedasticity in this regression.

**Normality**

**Normal P-P Plot of Regression Standardized Residual**



**Figure 4. Heteroscedasticity Result**  
 Source: *Source: SPSS Data Analysis*

Figure 5.6 shows the dots spread near the diagonal line and follow the direction of the diagonal line. Therefore, the data is distributed normally.

**Multiple Regression Analysis**

**Table 3. Multiple Regression result**

Model	Under standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (constant)	.966	.287		3.361	.001
Extrinsic Motivation (X <sub>1</sub> )	.372	.076	.402	4.913	.000
Intrinsic Motivation (X <sub>2</sub> )	.392	.073	.439	5.364	.000

a. Dependent variable: Job Performance  
 Source: *SPSS Data analysis*

The Equation is as follows:

$$Y = 0.966 + 0.372 X_1 + 0.392 X_2$$

The explanations of the equation are as follows:

1. Constant 0.966 shows the influence of extrinsic motivation (X<sub>1</sub>), intrinsic motivation (X<sub>2</sub>), and job performance (Y). It means that, in a condition where all independent variables are constant (zero), job performance (Y) as dependent variable is predicted to be 0.966.
2. Variable X<sub>1</sub> (extrinsic motivation) has an effect to Y (job performance) as many as 0.372. In condition where other variables are constant, if there is one unit increasing in X<sub>1</sub> (extrinsic motivation), Y is predicted to be increased by 0.372.
3. Variable X<sub>2</sub> (intrinsic motivation) has an effect to Y (job performance) as many as 0.392. In condition where other variables are constant, if there is one unit increasing in X<sub>2</sub> (intrinsic motivation), Y is predicted to be increased by 0.392.



**Coefficient Correlation r and r<sup>2</sup>****Table 4. r and r<sup>2</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.743 <sup>a</sup>	.552	.543	.204

a. prediction: (constant), Intrinsic Factors, Extrinsic factors

Source: SPSS Data analysis

The value of R is 0.743 indicating a substantial positive association between independent and dependent variable. The value of R<sup>2</sup> is 0.552 means that extrinsic motivation (X<sub>1</sub>) and intrinsic motivation (X<sub>2</sub>) as independent variables have moderate positive association and influence job performance (Y) as much as 55.2% while the rest 44.2% other factor is not included in this research.

**Hypothesis Testing****F test****Table 5. F-test result**

Model		Sum of square	Df	Mean Square	F	Sig.
1.	Regression	4.972	2	2.468	59.853	.000 <sup>a</sup>
	Residual	4.028	97			
	Total	9.000	99	.042		

a. Predictors: (constant) Intrinsic extrinsic Motivation, Intrinsic Motivation

b. Dependent Variable: Job performance

Source: SPSS Data analysis

Based on the ANOVA F-test results on table 5.10,  $F_{count} = 59.853$  with a significance level of 0.000. In this research,  $F_{count} > F_{table}$  ( $F_{count}$  is more than  $F_{table}$ ) or  $59.853 > 3.938$  which means  $H_0$  is rejected and  $H_a$  is accepted. The regression model can be used to declare that the independent variable of X<sub>1</sub> (Extrinsic Motivation) and X<sub>2</sub> (Intrinsic Motivation) influence the dependent variable Y (Job Performance) simultaneously and significantly.

**T-test****Table 6. T-test Result**

Model	Unstandardized Coefficient		Standardized coefficient		t	Sig.
	B	Std. Error	Beta			
1. Constant	.966	.287			3.361	.001
Extrinsic factors	.372	.076	.402		4.913	.000
Intrinsic factors	.392	.073	.439		5.364	.000

a. Dependent Variable Job Performance

Source: SPSS Data analysis

The value of  $t_{count}$  of X<sub>1</sub> (Extrinsic Motivation) is 4.913 and the value of  $t_{table}$  is 1.984 or  $t_{count} > t_{table}$  ( $t_{count}$  is more than  $t_{table}$ ) with the significance level of 0.000. Based on this result,  $H_0$  is rejected and  $H_a$  is accepted which means X<sub>1</sub> (Extrinsic Motivation) influences Y (Job Performance) partially and significantly. The value of  $t_{count}$  of X<sub>2</sub> (Intrinsic Motivation) is 5.364 and the value of  $t_{table}$  is 1.984 or  $t_{count} > t_{table}$  ( $t_{count}$  is more than  $t_{table}$ ) with the significance level of 0.000. Based on this result,  $H_0$  is rejected and  $H_a$  is accepted which means X<sub>2</sub> (Intrinsic Motivation) influences Y (Job Performance) partially and significantly.

## Discussion

Employees are human resources of company and the most valuable asset. The performance of company is depends on the job performance of employee. Company need to manage and develop their job performance, many factors that can affect the performance of employees. In this research, the researcher describe the characteristic of the employee In Bank Sulut central office Manado as the respondent that were categorized based on Gender, age and educational level of work of employee which every employee had their own desire as motivation and this is important for support employee job performance.

The level of needs and wants usually can happen on employee performance. This research found that relationship between factors of motivation on job performance in Bank Sulut partially and simultaneously is proven by interpreting data analysis given by Bank Sulut Manado. Simultaneously testis used to determined influence of ( $X_1$ ) and ( $X_2$ ) on (Y),hypothesis test is carried out simultaneously by using F numbers in table 3. Testing is done by comparing the number of significant level of calculation level result with significant level of 0,05 (5%) this research found that influence between extrinsic and intrinsic motivation can affecting at employee performance at Bank Sulut Manado. The effect of motivation factors on job performance partially and simultaneously are proven by data analysis given by SPSS. The interpretation shows that the entire variables has strong relationship and are supported by significant level. The partial test is used to test influence of each performance (Y) by performing comparison between the  $T_{count}$  values with  $T_{table}$  value of the real level 52,2% of partial coefficient correlation (r). Therefore, it can be seen the influence of the independent variables on dependent variables partially.

This research supports a research by Akanbi (2011). Which are stated there is positive relationship between extrinsic and intrinsic motivation on job performance. There are a lot factors influencing desires of employee which showed that motivation does not alone as reason for enhance performance because extrinsic and intrinsic factors needed for equal both motivation factors. The factors affecting the relation between employees, secure feels at work place, and trust to get customer intention. Motivation has positively significant influence on job performance at Bank Sulut Manado. All motivation factors can be causes of employee's productivity it can be said that is important to know kinds of motivation to influence perform well on job. In Oppu (2008) individuals and members motivation in improving organizational effectiveness in the accomplishment of agency mission and goals approaches are planning work and setting expectation, continually monitoring performance, developing capacity to perform periodically rating performance and rewarding good performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

This Research's findings are concluded as follows:

1. Extrinsic motivation and Intrinsic motivation influence Job Performance simultaneously and significantly.
2. Extrinsic motivation influence Job Performance partially and significantly.
3. Intrinsic motivation influence Job Performance partially and significantly.

### Recommendation

1. To Management of Bank Sulut Manado, work motivation has significant influence to employees performance then they should concern to understand employees needs and wants, company should provide a comfortable work enviroment and rewarding every task of employee that they are doing good job.
2. For the manager, it is recommended to keep supporting employees at workplace because manager can influence work motivation of employee, which more support can give a sense of comfort at work and employee should take more responsibility so they can enhance better performance.

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