

**THE EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON EMPLOYEE  
PERFORMANCE AT 21CINEPLEX, MANADO**

**PENGARUH MOTIVASI INTRINSIK DAN EXTRINSIK TERHADAP KINERJA KARYAWAN  
DI 21 CINEPLEX, MANADO**

by:

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**Abstract :** Entertainment is a form of activity that holds the attention and interest of audience, or gives pleasure and delight. One of the entertainment parts is cinema. Cinema, or motion picture, is the art of moving images or a visual medium that tells stories and exposes reality. Today there is a lot of young generation in Indonesia goes to cinemas for watching movie and hangout. Considering Manado people who are movie goers and willing to spend their money in cinemas. Those showing cinemas are one of profitable business in Manado. One of the important factors that make this business increase is a good service from the employee of cinemas. This research use causal type of research where it will investigate the effect of extrinsic and intrinsic motivation on employee performance at Cinemas (Studio 21, and Theater XXI) in Manado. This research used Saturating sampling method. This research used population as the data sources to make an appropriate result of data. This research found the effect of Intrinsic and Extrinsic Motivation on Employee Performance at 21Cineplex, Manado. In this case Extrinsic Motivation is more important than Intrinsic Motivation. So the result is Extrinsic Motivation become the best starategy to boost employee performance at 21Cineplex, Manado, which is they give bonus, sallary, promotion, and other things that conected with Extrinsic Motivation.

**Keywords :** *intrinsic motivation, extrinsic motivation, employee performance.*

**Abstrak:** Entertainment merupakan bentuk aktivitas yang menarik perhatian dan minat penonton, terutama untuk memberikan kesenangan dan kegembiraan, ketika menikmati hiburan di bioskop. Bioskop, atau film, adalah seni gambar bergerak, atau media visual yang menceritakan kisah-kisah dan mengekspos realita. Sekarang banyak generasi muda di Indonesia pergi ke bioskop untuk menonton film serta menjadi tempat berkumpul. Melihat fenomena, bahwa orang Manado sangat suka untuk menonton di bioskop dan rela mengeluarkan uang lebih untuk dapat menonton film yang disukai. Itu menunjukkan kalau bioskop merupakan salah satu bisnis yang menguntungkan. Salah satu faktor yang penting dalam bisnis ini adalah dengan didukung oleh pelayanan yang baik dari para karyawan. Penelitian ini menggunakan metode kausal untuk melihat pengaruh Motivasi Ekstrinsik dan Intrinsik terhadap Kinerja Karyawan di Studio 21 dan Teater XXI Manado. Penelitian ini menggunakan metode sampling jenuh pada karyawan 21Cineplex, Manado. Hasil penelitian menunjukkan pengaruh Motivasi Intrinsik dan Ekstrinsik terhadap Kinerja Karyawan di 21Cineplex, Manado. Dalam hal ini Motivasi Ekstrinsik menjadi lebih penting dibandingkan Motivasi Intrinsik. Hasil penelitian ini menunjukkan, Motivasi Ekstrinsik menjadi peluang terbaik untuk meningkatkan Kinerja Karyawan, seperti melalui pemberian bonus, gaji, promosi, dan hal-hal lain yang berhubungan dengan motivasi ekstrinsik.

**Kata kunci :** *motivasi intrinsik, motivasi ekstrinsik, kinerja karyawan*

## INTRODUCTION

### Research Background

Entertainment is a form of activity that holds the attention and interest of audience, or gives pleasure and delight. It can be an idea or a task, but is more likely to be one of the activities or events that have developed over thousands of years specifically for the purpose of keeping an audience's attention. Although people's attention is held by different things, because individuals have different preferences in entertainment, most forms are recognizable and familiar. Therefore, those processes have been accelerated in modern times by an entertainment industry which records and sells entertainment products.

One of the entertainment parts is cinema. Cinema, or motion picture, is the art of moving images; a visual medium that tells stories and exposes reality. Created in the 19th century, cinema is the world's most recent art form. It is also, by far, the world's most complex, collaborative, and costly artistic expression. At their inception, the first two versions of the film camera (the *kinetograph* and its European counterpart, the *cinematograph*) were used to record daily events such as a train arriving at a station and an elephant being electrocuted. Entrepreneurs promptly found a way to monetize the newly-invented art. Theatres were built, and admission tickets became mandatory to enjoy that show of lights and shadows. With the high demand and increasing profits, the market became favorable for filmmakers. Nowadays, cinema can be defined as the art of colorful moving images enhanced by voices, sounds, and music, still telling stories, still entertaining, and most importantly, still selling popcorn.

Meanwhile in Indonesia, cinema's business become more increasing along the development of time. It is spreading enormously alongside the demand of entertainment is become higher also. By considering, Indonesia having huge market, there are several business players that currently involving in Indonesia who focused on this particular business sector, such as: Cinemaxx, Studio 21, and Cinema XXI. The cinema network in several major cities in Indonesia and most of them are located in the shopping center, with update Hollywood movies and Indonesia as the main menu, and supported by Dolby Digital sound technology and THX, which have made this kind of business seems more promising to acquire the viewers.

Today there's a lot of young generation in Indonesia goes to cinemas for watching movie and for dating. Particularly, by considering the Manadonese people demand, a cinema is one of a profitable business in Indonesia especially in Manado. There are a lot of type cinemas in Indonesia, but today in Manado there are three cinemas. The old one is studio 21 Manado which located at Manado Town Square (MANTOS), Cinemaxx that is located at Lippo Mall and the second one is theater XXI Manado located at Megamall Manado. Considering Manado people they are movie goers and willing to spend their money in cinemas. Those showing cinemas are one of profitable business in Manado. In the next year there's a new cinemas will be opened in Manado. Why this business is profitable? This business is profitable because cinema is one of entertainment area in Manado. There is a lot of people come for watching and for meet and greet with old friend and family also. One of the important factors that make this business increase is a good service from the employee of cinemas.

An important role of management is to help make work more satisfying and rewarding for employees and to make employees motivation consistent with organizational objectives. Huczynski and Buchanan (2007:45) argued that motivation is a combination of goals towards which human behavior is directed; the process through which those goals are pursued and achieved and the social factors involved. This study involves extrinsic and intrinsic motivational factors as independent variable. Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers Mullins (2005:88). Intrinsic motivation is related to psychological rewards such as opportunity to use one ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers Mullins (2005:88).

Therefore, company need to deal with the change of customer needs and want so to react, with providing an excellent service to their customer. It is cannot be done if there no skill, talented, quality of employee. This journal made for public or reader understood why motivation is very important to boost employee performance. One of key success of one company is employee performance. How to motivate them to work hard and produce something beneficial for increase they profit from one company.

### **Research Objective**

The overall objectives of this study to look generally the impact motivation on employee performance.

1. To examine the influence of motivation on employee performance.
2. To examine the influence of extrinsic factor of motivation on employee performance.
3. To examine the influence of intrinsic factor of motivation on employee performance.

## **THEORETICAL FRAME WORK**

### **Human Resource Management**

Human Resource Management defined as a system of strategies and activities that focus on successfully managing employees at all levels of an organization in order to achieve organization's goal Byars and Rue (2006:67). Employees are the most valuable asset of an organization. Organization successful is very depending on the level of their employee's performance. Human resource management is the system that can develop and maintaining the employee performance. Human resource management covers a vast array of activities and shows a huge range of variations across occupations, organizational levels, business units, firms, industries and societies' Boxall and Wright (2007:73). Therefore human resource management is very important part in organization to provide a strategies to remain competitive among its competitors.

### **Motivation**

Motivation is an important role in all public and private organizations. Without motivating their employees organizations cannot run and cannot achieve their goals. All organizations encounter the matter of motivation whether they are in the public or private sector Chintallo and Mahadeo (2013:978). Broussard and Garrison (2004:106) have broadly defined motivation as the attribute that moves us to do or not to do something. Therefore Motivation is one of important thing in human life, because with motivation people can push the limit of their mind and reach something they need and want.

### **Intrinsic Motivation**

Intrinsic motivation is related to psychological rewards such as opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers Mullins (2005:88). As Deci and Ryan (1999:627) observe, intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. Therefore intrinsic motivation is a part of strategy to boost the employee performance. Which is responsibility, recognition, job enrichment, job satisfaction and achievement.

### **Extrinsic Motivation**

Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers Mullins (2005:88). Mullins (1999:102), in his book *Management and Organizational Behavior*, distinguished between two kinds of rewards. According to Stipek (1996:85), early approaches to the study of motivation were rooted in the literature on extrinsic reinforcement. Within this literature, all behavior, including achievement, was believed to be governed by reinforcement contingencies. Therefore extrinsic motivation is a part of motivation to boost the employee performance. Which is salary, bonus, incentive, promotion, encouragement.

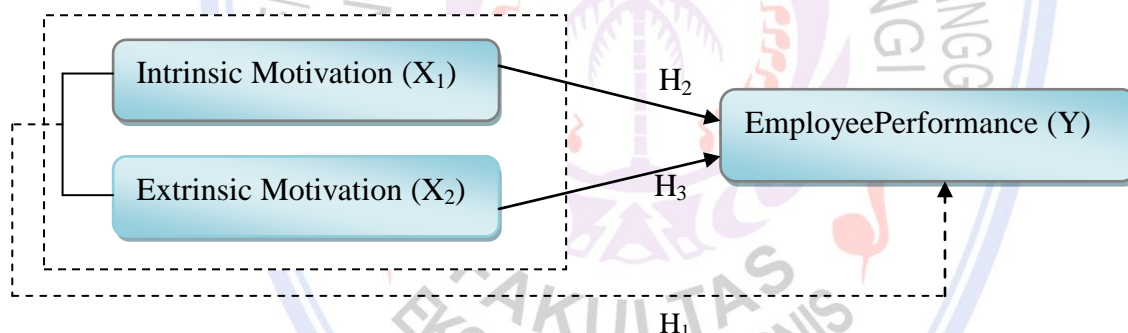
## Employee Performance

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual's effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization Mwita (2000:19). Anthony and Govindarajan (2007: 462) Performance measurement could be defined as the regular measurement of the results (outcomes) and efficiency of services or programs. Therefore employee performance very important, because employee performance can show how succeded the company to reaching every opporunity and make the opportunity become a goals.

## PREVIOUS RESEARCH

Uzonna (2013) discuss about how important role of management is to help make work more satisfying and rewarding for employees and to make employees motivation consistent with organizational objectives. With the diversity of contemporary workplaces, this is a complex task. Many factors, including the influences of different cultures, affect what people value and what is rewarding to them. Zameer. H, et al (2014) discuss about how motivation plays an important role in all public and private organizations. Without motivating their employees organizations cannot run and cannot achieve their goals. Purpose of present study is to explore the impact of motivation on employee's performance of beverage industry. Kiruja & Elegwa (2013) discuss about how the study sought to establish the effect of motivation on employee performance in the Public Middle Level Technical Training Institutions in Kenya. Methodology: The study adopted a descriptive research design. study found that employees are not satisfied with their pay and work environment. : The practitioners and policy makers of technical institutions should use this study in developing policies and strategies to manage their human resources.

## Conceptual Framework



**Figure 1. Conceptual Framework**

*Source : Data Processed 2015*

## Research Hypothesis

**H<sub>1</sub>:** There is a significant influence of extrinsic and intrinsic motivation on employee performance.

**H<sub>2</sub>:** There is a significant influence of intrinsic of motivation on employee performance.

**H<sub>3</sub>:** There is a significant influence of extrinsic of motivation on employee performance.

## RESEARCH METHOD

### Type of Research

This research use causal type of research where it will investigate the effect of extrinsic and intrinsic motivation on employee performance at Cinemas (Studio 21, and Theater XXI) in Manado. This research used Saturating sampling method.

### Place and Time of Research

This study is conducted at cinemas in Manado (Studio 21, and Theater XXI) during May to July 2015.

### Population and Sample

For this current research, there are two main parts of data sources that are used to make an appropriate result of data, which are: (1) Population is the entire group of people, events or things of interest that the researcher wishes to investigate. Sekaran and Bougie (2009:488). The population in this research is all the employee of cinemas (Studio 21, and Theater XXI). The total employee from 21Cineplex is 90 employees. (2) Sample is part of the number and characteristics of the population (Sugiyono, 2013:118). Questionnaires are distributed to 90 respondent, but the result of questionnaires are 72. The sample of this research are 72 respondents from 90 employees at cinemas (Studio 21, and Theater XXI).

### Data Collection Method

#### Source of Data

The data used in this research consists of two types which are primary data and secondary data that explained as follows: (1) Primary Data: Primary data is data that obtained directly from the research object. Primary data refer to information obtained first hand by the researcher through; Questionnaires: a questionnaires is a preformulated written set a question to which respondents record their answer. In this research, the questionnaires that consists list of questions done by the researcher and distributed to the 90 employees at cinemas (Studio 21, and Theater XXI) to be filled; Observation: In this research, the researcher observe directly to cinemas employee (Studio 21, and Theater XXI). (2) Secondary Data: Secondary data is data obtained from the indirect object of research in the form of documents or reports, in this case like an overview of the study, and other data relevant to this research.

#### Data Analysis Method

This section will explain about the validity and realibility testing and overall analysis methods that are used in this current research, either the fundamental testing of the obtained data or the main analysis method of the tabulated data for proving hypotheses in this research.

### Validity and Reliability Testing

#### Validity Testing

Validity testing is used to know whether the measurement tool that selected can measure what that supposed to be measured. Valid instrument means the measurement tools that used to get the data is valid. The instrument considered as a valid if the correlation coefficient between the score of one indicator and the total score of all indicators is positive and more than 0.3 ( $r \geq 0.3$ ). This research used Multiple Regression Method.

#### Reliability Testing

Reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the "goodness" of a measure. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's Alpha is a reability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's Alpha is computed in terms of the average intercorrelations among the items measuring the concept. The closer Cronbach's alpha is to 1, the higher the internal consistency reability.

### Multiple Regressions Analysis Method

The method of analysis used in this study is multiple regression models approach the return. According to Sekaran and Bougie (2009:488), multiple linear regression is used to find out the influence of independent variables on dependent variable. The formula of multiple linear regression is as follows:

$$Y = \alpha + \beta X_1 + \beta X_2 + \epsilon$$

Whereas:

$\beta$  : Beta

$\alpha$  : Alfa or constant

$\epsilon$  : Error

Y : Employee Performance.

$X_1$  : Extrinsic Motivation.

$X_2$  : Intrinsic Motivation.

## RESULT AND DISCUSSION

### Result

The result of this journal are follows : Validity Test, Reability Test, Classical Assumption, Heteroscedastisity Test, Multicollinearity Test, Normality Test, Coefficient Beta, F-Test and T-Test.

### Validity Test

Validity test is used to know whether the instrument is valid or not. The instrument is valid if the score of indicator is positive and more than 0,3 ( $r \geq 0.3$ ).

**Table 1. Result of Validity Test  $X_1$  (Intrinsic Motivation)**

		$X_{1.1}$	$X_{1.2}$	$X_{1.3}$	$X_{1.4}$	$X_{1.5}$	$X_{1total}$
$X_{1.1}$	Pearson Correlation	1	,702**	,386**	,324**	-,014	,752**
	Sig. (2-tailed)		,000	,001	,005	,906	,000
	N	72	72	72	72	72	72
$X_{1.2}$	Pearson Correlation	,702**	1	,468**	,477**	,143	,833**
	Sig. (2-tailed)	,000		,000	,000	,229	,000
	N	72	72	72	72	72	72
$X_{1.3}$	Pearson Correlation	,386**	,468**	1	,465**	,257*	,716**
	Sig. (2-tailed)	,001	,000		,000	,030	,000
	N	72	72	72	72	72	72
$X_{1.4}$	Pearson Correlation	,324**	,477**	,465**	1	,500**	,740**
	Sig. (2-tailed)	,005	,000	,000		,000	,000
	N	72	72	72	72	72	72
$X_{1.5}$	Pearson Correlation	-,014	,143	,257*	,500**	1	,460**
	Sig. (2-tailed)	,906	,229	,030	,000		,000
	N	72	72	72	72	72	72
$X_{1total}$	Pearson Correlation	,752**	,833**	,716**	,740**	,460**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	72	72	72	72	72	72

*Source: Data Processed, SPSS Data Analysis, 2015*

Table 1 shows the validity test of variable  $X_1$  indicators. The table shows all the total values for each indicator for Intrinsic Motivation ( $X_1$ ) are above 0.30, it means all the indicators are valid.

**Table 2. Result of Validity Test X<sub>2</sub> ( Extrinsic Motivation )**

Correlations		X <sub>2.1</sub>	X <sub>2.2</sub>	X <sub>2.3</sub>	X <sub>2.4</sub>	X <sub>2.5</sub>	X <sub>2total</sub>
X <sub>2.1</sub>	Pearson Correlation	1	,254*	,502**	,436**	,108	,726**
	Sig. (2-tailed)		,031	,000	,000	,366	,000
	N	72	72	72	72	72	72
X <sub>2.2</sub>	Pearson Correlation	,254*	1	,292*	,278*	,210	,571**
	Sig. (2-tailed)	,031		,013	,018	,076	,000
	N	72	72	72	72	72	72
X <sub>2.3</sub>	Pearson Correlation	,502**	,292*	1	,519**	,099	,695**
	Sig. (2-tailed)	,000	,013		,000	,407	,000
	N	72	72	72	72	72	72
X <sub>2.4</sub>	Pearson Correlation	,436**	,278*	,519**	1	,390**	,818**
	Sig. (2-tailed)	,000	,018	,000		,001	,000
	N	72	72	72	72	72	72
X <sub>2.5</sub>	Pearson Correlation	,108	,210	,099	,390**	1	,517**
	Sig. (2-tailed)	,366	,076	,407	,001		,000
	N	72	72	72	72	72	72
X <sub>2total</sub>	Pearson Correlation	,726**	,571**	,695**	,818**	,517**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	72	72	72	72	72	72

Source: Data Processed, SPSS Data Analysis, 2015

Table 2 shows the validity test of variable X<sub>2</sub> indicators. The table shows all the total values for each indicator for Extrinsic Motivation (X<sub>2</sub>) are above 0.30, it means all the indicators are valid.

**Table 3. Result of Validity Test Y (Employee Performance)**

Correlations		Y <sub>1.1</sub>	Y <sub>1.2</sub>	Y <sub>1.3</sub>	Y <sub>1.4</sub>	Y <sub>1.5</sub>	Y <sub>total</sub>
Y <sub>1.1</sub>	Pearson Correlation	1	,298*	,141	,115	,245*	,625**
	Sig. (2-tailed)		,011	,237	,335	,038	,000
	N	72	72	72	72	72	72
Y <sub>1.2</sub>	Pearson Correlation	,298*	1	,021	-,056	,040	,514**
	Sig. (2-tailed)	,011		,859	,640	,737	,000
	N	72	72	72	72	72	72
Y <sub>1.3</sub>	Pearson Correlation	,141	,021	1	,158	,135	,484**
	Sig. (2-tailed)	,237	,859		,184	,260	,000
	N	72	72	72	72	72	72
Y <sub>1.4</sub>	Pearson Correlation	,115	-,056	,158	1	,462**	,573**
	Sig. (2-tailed)	,335	,640	,184		,000	,000
	N	72	72	72	72	72	72
Y <sub>1.5</sub>	Pearson Correlation	,245*	,040	,135	,462**	1	,647**
	Sig. (2-tailed)	,038	,737	,260	,000		,000
	N	72	72	72	72	72	72

**Table 3. Result of Validity Test Y/ Employee Performance (lanjutan)**

Correlations		Y <sub>1.1</sub>	Y <sub>1.2</sub>	Y <sub>1.3</sub>	Y <sub>1.4</sub>	Y <sub>1.5</sub>	Y <sub>total</sub>
Y <sub>total</sub>	Pearson Correlation	,625**	,514**	,484**	,573**	,647**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	72	72	72	72	72	72

Source: Data Processed, SPSS Data Analysis, 2015

Table 3 shows the validity test of variable Y indicators. The tables shows all the local values for employee performance are above 0.30 it means all the indicator are valid.

**Table 4. Reability Test**

No	Variables	Cronbach's Alpha
1	Intrinsic Motivation (X <sub>1</sub> )	.778
2	Extrinsic Motivation (X <sub>2</sub> )	.765
3	Employee Performance (Y)	.712

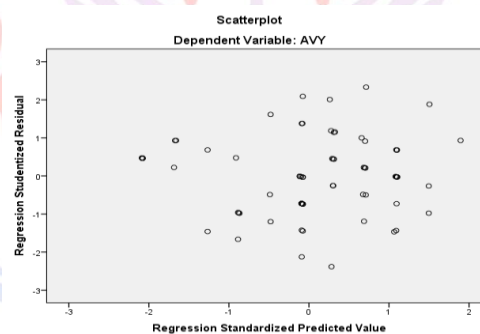
Source: Data Processed, SPSS Data Analysis, 2015

### Classical Assumption

This evaluation of multiple linear regression models (multiple linear Regression) is used in analyzing compliance with the classical assumptions. Multiple linear regression models will become more appropriate to use and produce a more accurate calculation if the following assumptions are met, namely:

### Heteroscedastisity Test

A good regression model is free from the case of heterocedastisity. Basis for decision-making of a regression model said that heteroscedastisity occur if there is no clear pattern. If the point spread above and below 0 (zero) on the Y axis, meaning there is noheteroscedastisity. The heteroscedastisity test result of this research is shown in

**Figure 2. Scatterplot**

Source: Data Processed, SPSS Data Analysis, 2015

Figure 2 shows that the pointspread above and below 0 (zero) on the Y-axis. This proves that in the relationship between independent variables (Intrinsic Motivation (X<sub>1</sub>), and Extrinsic Motivation (X<sub>2</sub>))and dependent variable(Employee Performance (Y)) is free of Heteroscedastisity.

### Multicollinearity Test

The purpose of multicollinearity test is to test the assumption of multicollinearity in the regression model, it is used to test whether there is a correlation between the independent variables, namely Intrinsic Motivation (X<sub>1</sub>), and Extrinsic Motivation (X<sub>2</sub>)or not. A good regression model should be free from the problem of multicollinearity and there is no correlation between the independent variables.



**Table 5. Multicollinearity Test**

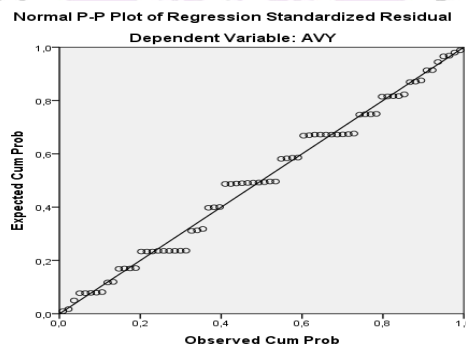
<i>Model</i>	<b>Collinearity Statistics</b>	
	<i>Tolerance</i>	<i>VIF</i>
<i>Intrinsic Motivatio (X<sub>1</sub>)</i>	,847	1,180
<i>Extrinsic Motivation (X<sub>2</sub>)</i>	,847	1,180

Source: Data Processed, SPSS Data Analysis, 201)

Table 5 shows the calculation of Multicollinearity. Moreover, it can be known through the VIF and tolerance, whereby if the value of VIF and tolerance is below 10 then the regression model in this research is free from multicollinearity. Based on the results in the table 4.3.5, it can be seen that the symptoms of multicollinearity VIF value of Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) are below numbers  $< 10$  which means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity).

### Normality Test

Normality test is used to test whether the regression model, to test the influence of independent variable (Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ )) on dependent variable (Employee Performance (Y)) have a normal distribution or not. Regression model is good if the data distribution is normal or near normal. If the data is spread around the diagonal line and follow the direction of the diagonal line, then the regression model fulfills the normality assumption.



**Figure 3. Plot of regression**

Source: Data Processed, SPSS Data Analysis, 2015

Figure 3 Shows, it can be seen that the points spread closely around the diagonal line. This proves that the Regression model to test the Influence of Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) on Employee Performance (Y) have a normal distribution or in other words, normality assumption is met.

### Influence Analysis (Beta Analysis)

As has been pointed out in the previous section that the objective of this study to analyze the influence of Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) on Employee Performance (Y) at 21Cineplex, Manado and to test the hypothesis by using quantitative analysis through linear regression methods. In calculating the regression between Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) as the independent variables and Employee Performance (Y) as the dependent variable, by using a computer program package Based on the statistical software SPSS, the result is as follows:

**Table 6. Coefficient Beta**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.777	,482		9,904	,000
Intrinsic Motivation	,004	,053	,008	,069	,945
Extrinsic Motivation	,332	,073	,508	4.517	,000

Source: Data Processed, SPSS Data Analysis, 2015

From the analysis, the obtained linear regression equation is as follows :

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$Y = 4,777 + 0,004X_1 + 0,332X_2 + e$$

The interpretation of multiple linear regression equation is follows:

1. Constant value of 4,777 means that if all independent variables (Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ )) are constant, Employee Performance at 21Cineplex, Manado (Y) will be 4,777 point.
2. Coefficient value of 0,004 means that if Intrinsic Motivation ( $X_1$ ) is increased, it will decrease Employee Performance at 21Cineplex, Manado (Y) at 0,004.
3. Coefficient value of 0,332 means that if Extrinsic Motivation ( $X_2$ ) is increased, it will increase Employee Performance at 21Cineplex, Manado (Y) at 0,332.

Thus, independent variable of this research, which are Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) have an influence on Employee Performance at 21Cineplex, Manado (Y).

### Coefficient Correlation (r)

The correlation coefficient is used to measure the influence of Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) have an influence on Employee Performance at 21Cineplex, Manado (Y). The correlation coefficient values can be seen in the Table 8

**Table 7. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,511 <sup>a</sup>	,261	,240	,479	1,575

a. Predictors: (Constant), AVX2, AVX1

b. Dependent Variable: AVY

Source: Data Processed, SPSS Data Analysis, 2015

Table 7 show, (r) is equal to 0.511 indicating that the independent variables (Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ )) and dependent variable (Employee Performance at 21Cineplex, Manado (Y)) has strong relationship.

### Hypothesis Testing

Hypothesis testing consist of F-test and t-test. F-test is used to determine the simultaneous effect, and T-test is used to determine the partial effect of each independent variable to dependent variable.

### Simultaneously Test (F-test)

Simultaneous test conducted to determine whether Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) has simultaneous effect on Employee Performance at 21Cineplex, Manado (Y).

Table 8. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,602	2	2,801	12,190	,000 <sup>b</sup>
	Residual	15,855	69	,230		
	Total	21,457	71			

a. Dependent Variable: AVY

b. Predictors: (Constant), AVX2, AVX1

Source: Data Processed, SPSS Data Analysis, 2015.

Significant value of  $F_{\text{Count}}$  is 0.000. The sig is less than 0.05 which means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Thus,  $H_0$  is rejected and  $H_1$  is accepted. Thus, Intrinsic Motivation ( $X_1$ ), and Employee Performance ( $X_2$ ) influence Employee Performance at 21Cineplex, Manado (Y) simultaneously.

### Partially Test (t-test)

Partial test is used to see whether independent variables Intrinsic Motivation ( $X_1$ ), and Extrinsic Motivation ( $X_2$ ) partially influenced dependent variable (Employee Performance (Y)) or not, by performing comparisons between the  $t_{\text{count}}$  values with  $t_{\text{table}}$  value at  $\alpha = 0.05$  or comparing the probability of the real level 95% of the partial coefficient (r) so the partial influence of the independent variables can be seen. The t-test is run by using this criteria of hypothesis testing:

1.  $t_{\text{count}} \leq t_{\text{table}} (0,05)$ , then  $H_0$  is accepted and rejecting  $H_a$ .
2.  $t_{\text{count}} > t_{\text{table}} (0,05)$ , then  $H_0$  is rejected and accepting  $H_a$ .

Table 9. Partially Test Analysis (t – test)

Model	T	Sig.
Constant	9,904	,000
Intrinsic Motivation ( $X_1$ )	,069	,945
Extrinsic Motivation ( $X_2$ )	4,517	,000

Source: Data Processed, SPSS Data Analysis, 2015

Table 9 show, the interpretation is as follows:

$t_{\text{count}}$  for Intrinsic Motivation ( $X_1$ ) is 0,69 which is greater than the value of  $t_{\text{table}} (1.671)$  means that Intrinsic Motivation ( $X_1$ ) has partially hasnot significant influence partially on Employee Performance at 21Cineplex, manado(Y). The sig. value of 0.945 means that prediction Intrinsic Motivation ( $X_1$ ) does not influence on Employee Performance at 21Cineplex, Manado.  $t_{\text{count}}$  for Extrinsic Motivation ( $X_2$ ) 4,517 means that Extrinsic Motivation ( $X_2$ ) has partially significant influence on Employee Performance at 21Cineplex, manado (Y). The sig. value of of 0.00 means that prediction of Extrinsic Motivation ( $X_2$ ) influence on Employee Performance at 21Cineplex, Manado (Y)'s errors is 0.00%. This the confidence of this prediction is above 95%. Therefore,  $H_3$  is accepted.

### Discussion

Uzonna research and interviews have confirmed that the use of non-cash rewards can be an effective and cost-efficient way to motivate employees, and the majority of our survey respondents agree with this statement. In conclusion, when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money. This research found the effect of Intrinsic and Extrinsic Motivation on Employee Performance at 21Cineplex, Manado. The influence of Intrinsic and Extrinsic Motivation on Employee at 21Cineplex, Manado. Performance partially and simultaneously are proven by the interpreting data analysis given by the SPSS. The interpretation shows that all the variables have strong relationship and are supported by significance level. In this research

variable  $X_1$  (Intrinsic Motivation) did not give a significant result. According to Mullins (2005:88) Intrinsic motivation is related to “psychological” rewards such as opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers. In this case Intrinsic Motivation has negative significant influence on Employee Performance at 21Cineplex, Manado.

Extrinsic Motivation has positive significant influence on Employee Performance at 21Cineplex, Manado. According to Mullins (2005:88) Extrinsic motivation is related to “tangible” rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. In this case Extrinsic Motivation is more important than Intrinsic Motivation. So the result on this company, Extrinsic Motivation has become a strategy to boost employee performance, in form of bonus, salary, promotion, and other things that connected with Extrinsic Motivation. The result correlated with Uzonna (2013:293) which Motivation is very important thing in life, because Motivation represent the reason for people actions, desires, and needs. On the other hand, there is a different result which, this journal used extrinsic motivation become the best way to boost employee performance and Uzonna (2013:293) journal used intrinsic motivation as the way to boost employee performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The conclusion of this research discusses about the data analysis and discussion, this research’s findings are concluded as follows:

1. Intrinsic Motivation and Extrinsic Motivation influence Employee Performance at 21Cineplex, Manado simultaneously.
2. Intrinsic Motivation influence Employee Performance at 21Cineplex, Manado partially.
3. Extrinsic Motivation influence Employee Performance at 21Cineplex, Manado partially.

### Recommendations

Motivation is very important way to make the employee performance increase. There’s two type of motivations, Intrinsic and Extrinsic Motivation. But in this case, Extrinsic Motivation has the most significant influence to employees performance. To Management of 21Cineplex, Extrinsic Motivation is the best way to boost employees performance on 21Cineplex, which is bonus, incentive, and other things that connected with Extrinsic Motivation so that they are doing a good job and maximize their performance.

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