

THE INFLUENCE OF INTRINSIC AND EXTRINSIC MOTIVATION ON PERFORMANCE THROUGH SATISFACTION AT BRAWIJAYA HOSPITAL SAHARJO



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Abstract

The purpose of this study was to determine and analyze the effect of intrinsic and extrinsic motivation on performance through satisfaction at Brawijaya Saharjo Hospital. This study uses a quantitative approach using primary data types. The sampling technique was carried out using the census method and all members of the population were used as research samples. Sampling was carried out using a questionnaire distributed via Google Forms. Data on nurses who were successfully interviewed amounted to 275 samples. The data analysis model used in this study is Structural Equation Modeling (SEM) using SmartPLS 3.0. The results of the study tested the hypotheses and found that (1) intrinsic motivation has a positive and significant effect on job satisfaction, (2) extrinsic motivation has a positive and significant effect on job satisfaction, (3) intrinsic motivation has a positive and significant effect on nurse performance, (4) extrinsic motivation has no effect on nurse performance, (5) job satisfaction has a positive and significant effect on nurse performance, (6) intrinsic motivation has a positive and significant effect on nurse performance through job satisfaction, (7) extrinsic motivation has a positive and significant effect on nurse performance through job satisfaction. These results highlight the importance of intrinsic and extrinsic motivation in efforts to improve job satisfaction and performance of nursing staff.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Job Satisfaction, Nurse Performance

INTRODUCTION

The progress of an organisation will not be separated from the existence and influence of human resources in it (Putri and Hartono, 2018). Globalisation, a knowledgeable society, and changes in the work environment have made clear the need for organisations to maintain a competitive advantage (Atatsi et al., 2019). The role and contribution of human resources in achieving company success can be measured by the performance of its employees (Sidabutar *et. al.*, 2020). Performance is often considered only as the results achieved or one's achievements (Armstrong, 2010). Performance evaluation is perhaps the most important human resource system in the company (Arfrin *et al.*, 2023).

Organisations need to decide to improve nurses' motivation, especially its impact on nurses' job satisfaction and performance. There have been many studies on motivation but they do not fully agree with Maslow's hierarchical theory consisting of physiological needs, security, belongingness, self-esteem, and self-actualisation (Shrestha, 2021). This research states that there are several criticisms of Maslow's theory such as hierarchical needs are not universal and do not recognise the existence of more than two simultaneous fulfilment of needs. An individual should be able to break away from their basic needs and be able to meet higher needs such as self-actualisation. Therefore, the current study is more in line with Herzberg's two-factor theory.

Herzberg developed one of the Content Theory known as Two Factor Theory Motivation (Konopaske *et al.*, 2018). The two factors consist of intrinsic motivation and extrinsic motivation. Herzberg suggested that both factors need to be present for employees to feel motivated. The presence or absence of satisfiers or intrinsic motivation in one's job is the key link to satisfaction, motivation, and performance. Minimal motivating factors lead to low job satisfaction which in turn leads to lower employee motivation and performance, but when motivating factors are high, there is high job satisfaction which in turn increases motivation and performance. Efforts to maintain employee performance and employee satisfaction in the workplace companies need to pay attention to the level of work motivation, because motivation results from individual efforts to satisfy needs (Schermerhorn, 2002).

Based on observations made at the Hospital, several symptoms of initial problems were found. First, the incentives obtained by nurses are in accordance with the achievement of the targets achieved. Second, the hospital lacks nursing human resources, causing overtime and overwork. Third, there is pressure and fatigue. Third, nurses are required to work quickly and precisely so that to improve the quality of hospital services must also be accompanied by an increase in nurse performance. Hospital operational standards should make it easier to do the job of understanding the work tasks assigned, therefore, health workers must have high motivation (Sinaga and Arnawilis, 2022).

The theory is linked to problems in the field, it is found that related to the symptoms of nurses who are less motivated and less satisfied, if this continues to happen, it will affect the performance of nurses. Among the various health workers, the most essential is nurses, because health workers interact the most with patients (Saputra et al., 2020). Nurses are more prone to mental health problems than those who do other jobs because they often work at night or with irregular shifts (Kiptanui and Yabs, 2018). During the process of caring for patients, nurses often complain of pressure from patients and superiors. Staff burnout due to nurse shortages also creates a stressful environment for nurses. Because of these problems,

nurses need a supportive work environment, such as manager support and adequate rewards and incentives (Akpasubi and Callum, 2018).

REVIEW OF LITERATURE

Intrinsic motivation is related to job satisfaction (Schermerhorn, 2010). Herzberg's theory believes that the more satisfaction factors in job content, the higher the satisfaction of work motivation, because there are opportunities for high levels of satisfaction. Intrinsic motivation refers to motivation that comes from within a person (Mills et al., 2007). It is an internal desire that stems from feelings such as the excitement of facing work challenges, our pride in making a difference and our satisfaction in the personal development or growth that may arise from an activity. Indicators of intrinsic motivation include achievement, feelings of recognition, sense of responsibility, opportunities for advancement, and feelings of personal growth.

Extrinsic motivation is related to job dissatisfaction, meaning that dissatisfaction increases when extrinsic motivation decreases (Schermerhorn, 2010). In Herzberg's theory when extrinsic motivation factors are inadequate or unsatisfactory, it can lead to employee dissatisfaction and create a negative work environment (Chakraborty, 2023). For example, if an employee experiences poor working conditions, low pay, or lack of job security, this can lead to dissatisfaction and dissatisfaction. Extrinsic work factors are things that are not part of the job itself, but have an impact on work (Leatherbarrow and Fletcher, 2014). Extrinsic motivations include working conditions, interpersonal relationships, or government and administrative policies of the organisation, technical quality of supervision, and basic wage or salary.

Job satisfaction is a positive feeling toward one's job that results from an evaluation of its characteristics (Robbins and Judge, 2022). When people talk about employee attitudes, what they usually mean is job satisfaction, which is a positive feeling towards a job that results from an evaluation of its characteristics. Someone with high job satisfaction has positive feelings about their job, while someone with low job satisfaction has negative feelings. Job satisfaction is a pleasant feeling resulting from the perception that one's job fulfils or allows the fulfilment of work values that are important to him. Indicators of job satisfaction include working conditions, personality, and salary (Wagner and Hollenbeck, 2010).

Performance is a human output that can be measured by absenteeism, productivity, turnover, citizenship, and job satisfaction (Robbins and Judge, 2022). Performance is the completion of specific tasks measured against predetermined or identified standards such as accuracy, completeness, cost, and speed (Kamau et al., 2023). In labour contracts, performance is considered as the achievement of a task specified in the contract. Efficiency and effectiveness are components of performance measured against standards set by the organisation. Performance indicators are work quality, quantity, timeliness, effectiveness, independence, and work commitment.

RESEARCH METHOD

Based on existing theories and previous studies, a framework can be made. This study consists of exogenous or independent variables (X1), namely Intrinsic Motivation, and (X2), namely Extrinsic Motivation, then endogenous variables or dependent variables, namely (Y)

Employee Performance, and mediating variables (Z), namely Job Satisfaction. Given the strong relationship between the literature and empirical studies on the variables that are the focus of this study, the research model can be seen in Figure 1, as follows:

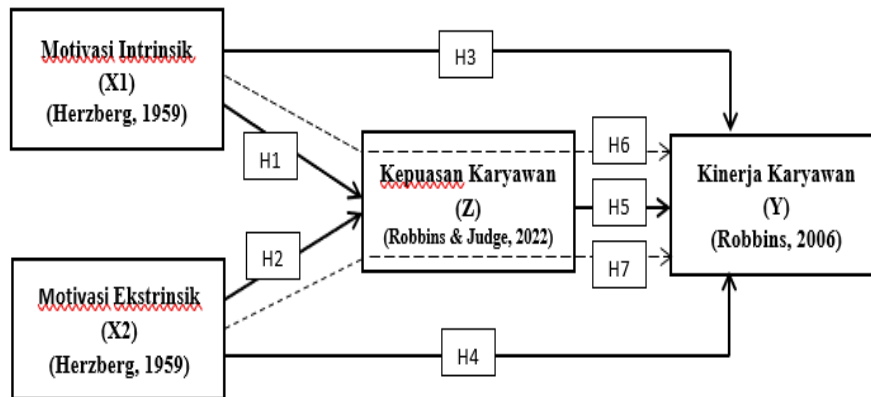


Figure 1
Research Model Adopted from Endeshaw's Research (2023)

The determination of the selection of research methods is certainly carried out by choosing the research method that is most suitable for the phenomenon under study (Lincoln & Guba, 1985). It can be seen from the problems that exist in the research title, then the most appropriate and suitable approach is to use a quantitative research design with the object of research nurses in the Hospital. The sampling method in this study was a saturated census or total sampling, so that the sample in this study was all nurses in the hospital totalling 331. Saturated sampling technique is a technique that if the number is added will not increase the representation so that it cannot affect the quality value of the information that has been obtained (Hermawan and Hariyanto, 2022). Researchers use google form as a questionnaire media that will be distributed via whatsapp private chat and whatsapp group of nurses at the Hospital.

With a Likert scale, the variables to be measured are translated into variable indicators. The indicator is then used as the basis for compiling instrument items in the form of statements or questions. This Likert scale will be applied in a questionnaire that will be given to randomly distributed respondents. This study uses the Structural Equation Modelling (SEM) method as its analysis. Structural Equation Modelling (SEM) analysis technique is a combination of two methodologies, namely econometrics that focus on prediction and psychometrics that are able to describe the concept of a model with latent variables (variables that cannot be measured directly) but are measured through indicators (Ghozali and Latan, 2015). PLS 3.0 software is used to explain whether there is a relationship between latent variables and to confirm the theory. The t test basically shows how far the influence of one explanatory variable or independent variable individually in explaining the variation in the dependent variable. Hypothesis testing is done by comparing the t-statistic value with the t-table value.

RESULTS AND DISCUSSION

Independent variables are variables that affect or cause changes or the emergence of dependent variables. The independent variables in this study are intrinsic motivation (X1) and extrinsic motivation (X2). The dependent variable is the variable that is affected or that is the result of the independent variable. The dependent variable in this study is nurse performance (Y). Intervening variables are variables that theoretically affect the relationship between the independent variable and the dependent variable to be the relationship between the independent variable and the dependent variable to be an indirect relationship and cannot be observed and measured. The intervening variable in this study is employee job satisfaction (Z). In distributing the google form questionnaire, 275 of 331 nurses returned. To determine the characteristics of respondents in this study, percentage analysis was used. A total of 56 questionnaires were not filled in or returned, so the total questionnaire data processed and analysed was 275 questionnaires.

Table 1
Questionnaire Recapitulation

No.	Questionnaire Description	Number of Questionnaires
1.	Questionnaires distributed	331
2.	Completed and returned questionnaires	275
3.	Incomplete/unfilled questionnaires	56
4.	Processed questionnaires	275

Source: Primary data processing, 2024.

Convergent Validity

Processing results using SmartPLS 3.0. The scores of each construct indicator have met the requirements of convergent validity in accordance with the criteria for the loading factor value limit, namely if > 0.70 . Thus it can be concluded that the indicators used in this study are sufficient to describe each construct or variable to be measured. A reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for research at the measurement scale development stage, a loading value of 0.50 to 0.60 is considered sufficient (Ghozali and Latan, 2015). Based on the results of the loading factor value, it shows that all indicators have a value > 0.60 , so that overall each variable has been able to explain the variance of each indicator that measures it.

Discriminant Validity

The value of each construct indicator has met the requirements of convergent validity in accordance with the criteria for the loading factor value limit, which is > 0.70 . Therefore, it can be concluded that the indicators used in this study are sufficient to describe each construct or variable to be measured. Apart from cross loading, the results of the discriminant validity test can also be seen through Average Variance Extracted (AVE). Based on this table, it shows that each latent construct indicator is able to explain 50% or more of its variance. The AVE output results have a good AVE value for the constructs of intrinsic motivation, extrinsic motivation, job satisfaction, and employee performance because the AVE value is > 0.50 .

Table 2
Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Rate limit AVE
Intrinsic Motivation (X1)	0,721	0,500
Extrinsic Motivation (X2)	0,749	0,500
Work Satisfaction (Z)	0,732	0,500
Nurse Performance (Y)	0,660	0,500

Source: Primary data processing, 2024.

Composite Reliability

The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 for confirmatory research and the value of 0.60 - 0.70 is still acceptable for exploratory research (Ghozali and Latan, 2015). Based on this table, it shows that the value of all constructs has a composite reliability value and Cronbach's alpha > 0.7, which indicates the consistency and stability of the instruments used is high. It can be concluded that all constructs in this study have become fit measuring instruments and have good reliability.

Table 3
Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Reliability Limit
Intrinsic Motivation (X1)	0,965	0,965	0,969	0,700
Extrinsic Motivation (X2)	0,972	0,973	0,975	0,700
Work Satisfaction (Z)	0,967	0,967	0,970	0,700
Nurse Performance (Y)	0,953	0,954	0,959	0,700

Source: Primary data processing, 2024.

R-square

The R-Square value of the job satisfaction variable of 0.659 means that the variability of the job satisfaction construct can be explained by the variability of the intrinsic motivation and extrinsic motivation constructs by 65.9%, while the rest is explained by other variables outside the study. The R-Square value of the performance variable of 0.788 means that the variability of the employee performance construct can be explained by the variability of the intrinsic motivation, extrinsic motivation, and job satisfaction constructs by 78.8%, while the rest is explained by other variables outside the study. The R-Square values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, medium, and weak. This means that in this study employee performance has a strong influence while job satisfaction has a moderate influence.

Table 4
R-Square Results

Variable	R-Square	R-Square Adjusted
Work Satisfaction (Z)	0,654	0,652
Nurse Performance (Y)	0,787	0,785

Source: Primary data processing, 2024.

Q-square

If > 0 indicates that the model has predictive relevance and if < 0 indicates that the model has no predictive relevance (Ghozali and Latan, 2015). Based on the calculation results, the Q-square obtained is 0.92, thus $Q\text{-Square} = 0.92 > 0$ indicates that the model has predictive relevance, meaning that the model in this study has relevant predictions.

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2) \dots$$
$$Q^2 = 1 - (1 - 0,654) (1 - 0,787)$$
$$Q^2 = 1 - (0,346) (0,213)$$
$$Q^2 = 0,92$$

Goodness of Fit

This assessment is to assess the performance of the PLS model by focusing on predicting the overall model performance that can be found through the equation. The criteria for the value of 0.10 is small GoF, the value of 0.25 is medium GoF, and the value of 0.36 is large GoF (Ghozali and Latan, 2015). Based on the calculation results, the GoF value is 0.835. Thus, from these results, this research model can be declared to have Goodness of Fit with a large category, therefore hypothesis testing can be carried out.

$$GoF = \sqrt{Com \times R^2}$$
$$GoF = \sqrt{0,968 \times 0,705}$$
$$GoF = 0,835$$

Bootstrapping

To determine the effect between variables, the bootstrapping method is used. The bootstrapping approach presents a nonparametric for estimation accuracy. In PLS, the decision to accept or reject a hypothesis is based on the significance value (p-value) and the t-table value. In the SmartPLS application, the significance value can be determined by looking at the parameter coefficient value and the t-statistic significance value. The criteria for accepting or rejecting a hypothesis is if the t-statistic value > 1.96 and or p-value < 0.05 at the 5% significance level ($\alpha = 5\%$) then H_a is accepted and H_o is rejected, otherwise if the t-statistic < 1.96 or p-value > 0.05 at the 5% significance level ($\alpha = 5\%$) then H_a is rejected and H_o is accepted.

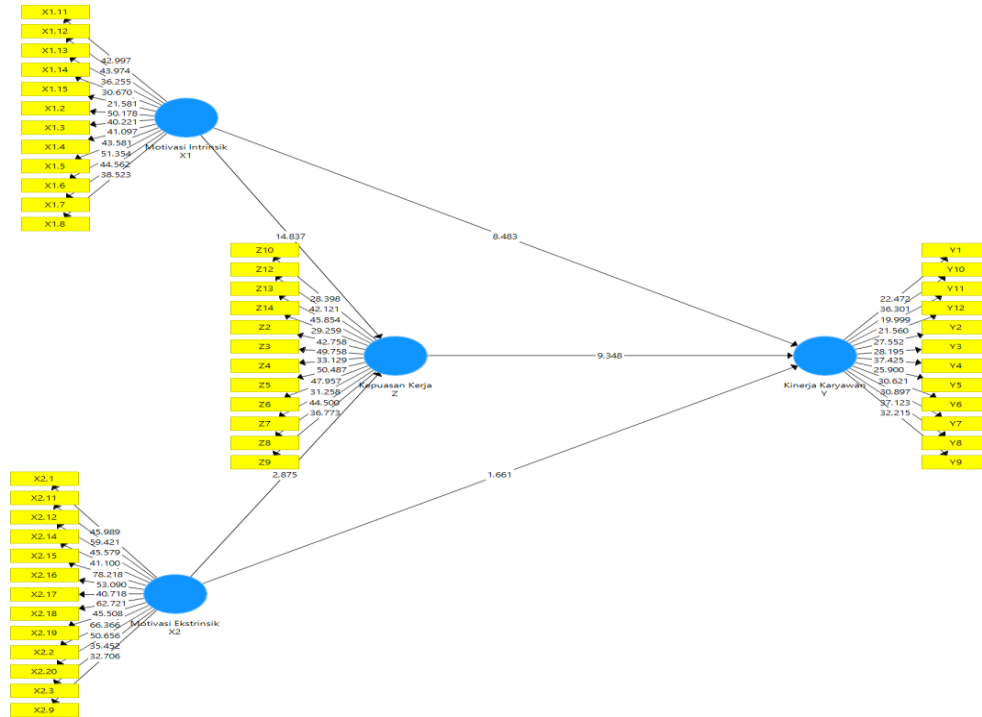


Figure 2
Results of Bootstrapping
 Source: Primary data processing, 2024

Table 5
Results of Hypothesis Test

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
H1: Intrinsic motivation has a positive influence on nurse satisfaction	0,731	14,837	0,000	Hypothesis confirmed
H2: Extrinsic motivation has a positive influence on nurse satisfaction	0,124	2,875	0,004	Hypothesis confirmed
H3: Intrinsic motivation has a positive influence on nurse performance	0,419	8,483	0,000	Hypothesis confirmed
H4: Extrinsic motivation has a positive influence on nurse performance	0,069	1,661	0,097	Hypothesis not Confirmed
H5: Work satisfaction has a positive influence on nurse performance	0,470	9,348	0,000	Hypothesis confirmed
H6: Intrinsic motivation has a positive influence on nurse	0,344	8,642	0,000	Hypothesis confirmed

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
performance through work satisfaction				
H7: Extrinsic motivation has a positive influence on nurse performance through work satisfaction	0,058	2,565	0,011	Hypothesis confirmed

Source: Primary data processing, 2024.

Effect of Intrinsic Motivation on Job Satisfaction

Intrinsic motivation in the element of opportunity or promotion has a positive effect on job satisfaction in all fields of industry (Lee et al., 2022). Naturally, overall job satisfaction is higher because employees are more satisfied with the possibility of promotion, which is mainly determined by the fairness of the promotion system and the personnel evaluation they carry out. If employees feel that the organisation's promotion and evaluation system is fair, then they will accept the results of the system even if the results are negative and still feel satisfied with their jobs. In an organisation or company, intrinsic motivation needs to be improved to increase employee job satisfaction. Through the application of appropriate intrinsic motivation methods, the problem of high turnover will be reduced, because employees will be able to work, and be dedicated to their work even in a very demanding environment if they feel satisfied with their work. Intrinsic motivation has a positive relationship with participants' job satisfaction and has greater value than compensation packages and serves to encourage employee creativity (Ayalew et al., 2021). When nurses are rewarded for a job well done, it serves as a source of positive feedback for them, thereby increasing their confidence levels.

The Effect of Extrinsic Motivation on Job Satisfaction

Extrinsic motivation has a positive effect on employee job satisfaction (Pratama et al., 2023). Extrinsic motivation is a construct that relates to whenever an activity is carried out to achieve a result that can be excluded. In extrinsic motivation there are also several dimensions that include more symbolic rewards in terms of client recognition and public unity and social support in relationships with colleagues. It was found that organisational culture, extrinsic motivation, and leadership have a significant effect on job satisfaction. Employees should be positively correlated in motivational factors to the level of job satisfaction (Hasmi et al., 2020). If employees develop such a relationship, there will be no problems or interruptions in their daily work. Management has also used various approaches with better rewards so that employees can work better. Therefore, employees need to have job satisfaction that lies within themselves in order to have sincerity in doing work. In addition, the findings also show that extrinsic motivation is the main influence on job satisfaction rather than intrinsic motivation.

Effect of Intrinsic Motivation on Nurse Performance

Intrinsic motivation has a positive effect on employee performance (Fakai, 2022). This means that the deeper the employee grows interest in the work he does, the higher his performance in the organisation where he works. Effective work performance is the most significant result obtained from the workplace which will lead to organisational profitability and good service to the community. The results obtained from the questionnaire show that

the intrinsic motivation variable is the part that contributes to the performance of nurses. In addition, based on the results of the study, it is known that the desire for continuous improvement has a positive impact on the performance of nurses. It was found that intrinsic motivation affects employee performance (Munyua, 2020). It was noted that respondents were motivated to work hard with challenging and high goals. By utilising and investing in non-financial rewards, employees not only improve their performance but also promote their organisational citizenship, therefore this study recommends more measures to invest in employee motivation through sustainable non-monetary incentives.

Effect of Extrinsic Motivation on Nurse Performance

The results of hypothesis 4 analysis are in line with the results of other studies which show that extrinsic motivation does not have a positive effect on employee performance, namely research (Sari and Nugroho, 2023) showing that extrinsic motivation has no positive effect. This is likely to happen, because an employee who has received additional salary in accordance with his work performance and has been given an award for his work performance, does not necessarily increase his performance. The existence of extrinsic motivation in individuals is not the main measure in determining the extent of employee performance productivity (Triswanto and Yunita, 2021). This condition also shows that not all employees who work in companies whose performance productivity is determined by how much extrinsic motivation is in them. In addition, not all elements of extrinsic motivation will be owned by employees who work in the company. This shows that some employees who do not have extrinsic motivation can still work productively in the company environment. This is because individuals who already have intrinsic motivation in themselves no longer need extrinsic motivation so that extrinsic motivation is not a big problem that must be an obstacle for individuals when working in the company.

Effect of Job Satisfaction on Nurse Performance

Nurse satisfaction has a direct impact on nurse performance (Abdullah et al., 2020). Despite changing gender roles, nursing is still a profession dominated by women. Most research on the relationship between employee satisfaction, employee commitment, employee well-being, and employee performance is skewed towards women. Salary is a significant source of dissatisfaction among healthcare professionals. Higher wages have a significant impact on employee performance in Pakistan's healthcare sector. Job satisfaction has a positive effect on employee performance (Afrin et al., 2023). Job satisfaction arises in the minds of employees if they enjoy their work accompanied by competitive salaries, have good work facilities, and have good relationships with superiors and colleagues. Satisfied employees will be more motivated towards their work. As a result, higher job satisfaction will ensure higher employee performance. Efficient employee performance will drive the company's growth, while low employee performance will hinder the company's progress.

The Effect of Intrinsic Motivation on Nurse Performance Through Job Satisfaction

Intrinsic motivation has been identified as an important factor driving work performance and can be mediated by job satisfaction (Suwandana and Perdanawati, 2020). Intrinsic and extrinsic motivation encourage employees to work according to organisational goals, clearly work motivation is a key factor influencing employee intention to leave the organisation through job satisfaction and performance. An increase in intrinsic motivation will improve employee performance if mediated by the job satisfaction relationship. The results of this study indicate a unidirectional effect, meaning that the more intrinsic

motivation increases, the higher employee job satisfaction. Intrinsic motivation has a significant effect on employee performance through job satisfaction (Othman, 2022). Employee commitment increases when they realise the importance of the task by putting more effort into the task. Effort and perseverance always lead to high levels of work engagement. Assigning employees with identifiable tasks from start to finish, ensuring their personal and career development, providing skills and competencies will most likely encourage them to show high performance.

The Effect of Extrinsic Motivation on Nurse Performance Through Job Satisfaction

A positive and significant relationship to employee performance mediated by job satisfaction (Kumari et al., 2021). It was found that motivation is one of the main sources for increasing employee efficiency and productivity and increasing the capacity of individuals and organisations to achieve desired goals. In addition, it is also proven that satisfied employees will perform better than dissatisfied ones. The company must take adequate steps to strengthen the level of satisfaction of its employees so that they carry out their duties with high enthusiasm to provide maximum performance. There is a significant influence between extrinsic motivation on job satisfaction through employee performance as mediation (Dyah et al., 2020). The higher the extrinsic motivation, the higher the nurse's job satisfaction. Extrinsic motivation can help improve the situation, because this motivation triggers an increase in employee performance with four indicators, namely salary, physical conditions, scheduling, and hospital policies. Improved performance, satisfaction, and a great team were identified as the impact of nurse motivation. Then, the biggest factor shaping job satisfaction is co-workers as they help carry out tasks.

CONCLUSION

Research on the Effect of Intrinsic and Extrinsic Motivation on Performance through Job Satisfaction at Brawijaya Saharjo Hospital involving 275 respondents resulted in several main conclusions. (H1) intrinsic motivation has a positive and significant effect on nurse job satisfaction. (H2) extrinsic motivation has a positive and significant effect on nurses' job satisfaction. (H3) intrinsic motivation has a positive and significant effect on nurse performance. (H4) extrinsic motivation has no effect on nurse performance. (H5) nurse satisfaction has a positive and significant effect on nurse performance. (H6) intrinsic motivation has a positive and significant effect on nurse performance mediated by nurse satisfaction. (H7) extrinsic motivation has a positive and significant effect on nurse performance mediated by nurse satisfaction.

This research contributes analytical test evidence to one of the theoretical frameworks of employee work motivation with Herzberg's two-factor theory. Research in hospitals can be a reference for research on nurse performance with the results of research that direct influence is more effective than indirect influence. Extrinsic motivation has not been able to influence nurse performance directly. This research is expected to strengthen previous research that has the same results. Hospitals are expected to formulate policies that will further encourage the improvement of nurses' performance. Other researchers are expected to examine strategies to improve nurse performance in different hospitals. In order to be used as a reference in nursing science, especially nursing management related to individual characteristics and nurse performance in hospitals.

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