

LITERATURE REVIEW: THE ROLE OF INTRINSIC AND EXTRINSIC MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE

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Abstrak

The importance of the role of employees as motor drivers in the organization so that employees are expected to be able to work more productively and professionally by being driven by a sense of security in carrying out all their activities. Intrinsic motivation and extrinsic motivation can provide more concrete encouragement in achieving company targets. Intrinsic and extrinsic motivation have different characteristics but complement each other in efforts to improve performance. Intrinsic motivation tends to produce ongoing commitment and satisfaction in work, which has a positive impact on employee creativity and innovation. On the other hand, extrinsic motivation can provide more concrete encouragement in achieving company targets, especially in the short term. Research Methods Used Literature review which aims to analyze in depth the role of intrinsic and extrinsic motivation on employee performance, with the aim of providing insights that can be used as a basis for managerial decision making related to human resource management in the organization. The results of the literature review show that the influence of intrinsic and extrinsic motivation on employee performance is very significant. The influence of intrinsic motivation through the context of involvement, creativity, work quality, resilience, and well-being, while through financial incentives, non-financial rewards, and recognition in the work environment. The conclusion of this journal is that employees who have high motivation tend to show better performance in the tasks given, achieve goals faster, and produce higher quality output.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Employee Performance

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INTRODUCTION

Control over ownership of resources owned by a company is a strategic aspect that affects the competitiveness and sustainability of the company's operations. Company resources, both physical such as assets and facilities and non-physical such as human resources, technology, and information, are key elements that support the company in achieving short-term and long-term goals. Human resources are the most important asset

for the company, because employees not only carry out operational tasks, but also bring skills, knowledge, creativity, and innovation that add value to the company. Human resources also have a central role in achieving the company's strategic goals, because without a competent and motivated workforce, the company's vision and mission are difficult to achieve.

The importance of the role of employees as the driving force in the organization so that employees are expected to be able to work more productively and professionally by being driven by a sense of security in carrying out all their activities. (Drucker 2001) states that the success of an organization is highly dependent on individual contributions in achieving collective goals. (Katz & Kahn 1978) argue that individuals in an organization play an important role in achieving organizational goals. Individual performance is considered as one of the key components in organizational effectiveness. The organization realizes that employee professionalism is not achieved instantly, support is needed from a management system that focuses on improving employee potential so that employee performance and productivity can make a real contribution to achieving company goals.

Performance improvement will contribute to the company's progress in unstable business competition. (Cascio 2019) stated that high performance indicates that the company has succeeded in managing employees well, while low performance indicates failure in employee management. The company will make maximum efforts to improve the performance of its employees. Employee performance is one of the key factors that determines the success of an organization in achieving its goals. In an effort to improve employee performance, motivation plays a central role, both from within the individual (intrinsic motivation) and influenced by external factors (extrinsic motivation).

Intrinsic motivation, which arises from an individual's desire to perform a task voluntarily because of interest or satisfaction from the work itself, is often associated with higher job satisfaction and long-term loyalty. On the other hand, extrinsic motivation, such as financial incentives, recognition, or promotions, is also needed to encourage employees to achieve targets and maintain consistent performance in certain situations. The existing literature suggests that a combination of intrinsic and extrinsic motivation can have a significant impact on employee performance, making it important for organizations to understand the role of both types of motivation comprehensively.

Maslow (2020) stated that motivation plays an important role in creating high performance. Motivation is a driving force that inspires employees to work effectively, perform well and be integrated in efforts to achieve company goals. Employee motivation plays an important role for the company because it can be a driver for individuals to carry out an activity optimally. (Steers et.al 2001) stated that motivation is a potential force that exists within a person, which can develop on its own or be influenced by various external factors, both material and non-material, which can affect their performance positively or negatively depending on the situation and conditions faced. Each employee has a different level of motivation, depending on their level of education and economic conditions. People who are more educated and economically independent tend to have different

sources of motivation, not only from traditional motivational factors such as formal authority and incentives, but also influenced by various other need factors. Therefore, it is not surprising that employees with high work motivation usually show high performance. It is important to stimulate and increase employee work motivation so that they can achieve optimal performance.

In an era of increasingly fierce competition, companies are faced with the challenge of increasing productivity and maintaining the quality of employee performance. Research shows that motivation is one of the main determinants of individual performance in the workplace. According to (Smith and Zhang 2020), intrinsic motivation plays an important role in building long-term commitment, because employees who feel internally satisfied with their work tend to show higher perseverance and loyalty to the company. Thompson and Blackwell (2022) emphasize that extrinsic motivation, such as rewards and recognition, serves as an additional impetus that strengthens intrinsic motivation, especially in situations that require higher effort.

Intrinsic and extrinsic motivation have different characteristics but complement each other in efforts to improve performance. Intrinsic motivation tends to produce ongoing commitment and job satisfaction, which has a positive impact on employee creativity and innovation. On the other hand, extrinsic motivation can provide a more concrete impetus in achieving company targets, especially in the short term. Many empirical studies have highlighted the importance of understanding the interaction between intrinsic and extrinsic motivation to create effective strategies in developing employee performance. This literature review aims to analyze in depth the role of intrinsic and extrinsic motivation on employee performance, with the aim of providing insights that can be used as a basis for managerial decision making related to human resource management in organizations.

RESEARCH METHODS

This study uses a literature review method to explore and analyze the role of intrinsic and extrinsic motivation in improving employee performance. The data used comes from various scientific articles, academic journals, and books that are relevant to the topic. (Creswell 2020) literature review is an important part of research that provides context and theoretical basis for the study being conducted. literature review helps researchers understand previous research, identify gaps in the literature, and build arguments to justify the proposed research. (Riyanto & Pramono 2022) defines literature review as a critical analysis of existing literature on a particular topic while evaluating the contributions, strengths, and weaknesses of each source discussed. (Hernandez et.al 2023) literature review is a process that involves the collection, analysis, and synthesis of relevant literature to provide a better understanding of the phenomenon being studied.

In the first stage, a search and selection of literature related to intrinsic and extrinsic motivation that impacts employee performance was conducted. Furthermore, the collected literature was analyzed in depth using a thematic approach to identify key patterns or themes related to the role of intrinsic and extrinsic motivation in employee performance.

This approach helps in understanding the differences and relationships between intrinsic and extrinsic motivation, and how these two factors synergistically affect work outcomes. This literature analysis aims to present relevant conclusions for human resource practitioners in designing effective and sustainable motivation strategies.

LITERATURE REVIEW

1. Pengertian Motivasi

Motivation is a driving element that is the reason someone does a job. In the Merriam-Webster dictionary, the word "motivation" comes from the Latin "movere" which means "to move". This term refers to the process that motivates someone to take action or achieve a certain goal. In this context, motivation is understood as the drive that drives individuals to do something. (Ryan & Deci 2019) defines motivation as a process that involves the drive to act or achieve goals, which is influenced by the needs, emotions, and values of the individual. According to (Gagne & Deci 2020) explains that motivation is related to the power that drives individuals to act, which can come from physiological or psychological needs.

(Roberts and Roberts 2023) in a recent study, defines motivation as an internal drive that influences individual behavior and actions that include aspects such as needs, desires, and expectations, which can change over time depending on the context and experience of the individual. Motivation can be in the form of fulfilling a need that is in accordance with the expectations and desires of employees as a reward for each of their jobs. This is mainly in the form of financial rewards (salary, bonuses and achievements) so that employees can concentrate fully and do their best work as a result the company will be directly positively impacted. From several opinions of the experts above, we can conclude that motivation is a force that drives individuals to drive all work behaviors according to applicable rules, certain formats and directions that come from within or from outside an employee to achieve effective and efficient employee productivity goals.

The basic concept proposed by Smith and Zhang (2020) regarding intrinsic and extrinsic motivation highlights the importance of understanding the unique characteristics of these two types of motivation in the context of employee performance. Smith and Zhang (2020) emphasize that intrinsic motivation is a drive that comes from within employees to perform tasks because of interest, satisfaction, or enjoyment is an important factor that influences long-term commitment. Employees who have intrinsic motivation tend to be more dedicated and show higher persistence in their work, because they feel emotionally satisfied. This intrinsic motivation encourages employees to explore new ideas, find creative solutions, and innovate without external coercion, so that it can increase creativity in completing tasks. In addition, extrinsic motivation, such as financial incentives, awards, and recognition from superiors, can encourage employees to achieve targets and work according to organizational standards, especially in the short term. Extrinsic motivation becomes effective when used as an additional reinforcement that complements intrinsic motivation, especially in situations or tasks that require extra encouragement to achieve optimal results.

2. Principles of motivation

The following is a description of the principles of intrinsic and extrinsic motivation put forward by Lee and Morgan (2023), namely:

A. Principle of Intrinsic Motivation

1. Emotional Engagement

Employees who have a strong emotional connection to their tasks tend to be more motivated to complete them. This engagement can be achieved through developing a supportive work environment, where employees feel that their contributions are valued and recognized.

2. Autonomy in Work

One of the key principles of intrinsic motivation is giving employees autonomy or freedom to determine how they carry out their tasks. Employees who have control over their work are more likely to be satisfied and motivated to work hard, because they feel valued and trusted. This autonomy also encourages innovation, because employees feel more willing to explore new ideas without fear of close supervision.

3. Recognition of Contribution

When employees feel that their efforts and achievements are recognized and appreciated, both formally and informally, it can increase their sense of ownership and motivation to continue contributing. This recognition creates an environment where employees feel that their work has value and positive impact.

B. Principle of Extrinsic Motivation

1. Fairness and Relevance

When incentives or rewards are perceived as fair, employees feel more motivated to achieve better results. Fairness in rewarding also prevents dissatisfaction and increases loyalty to the organization..

2. Contingent rewards

The incentives given should be directly related to the employee's work results to ensure that the external drive is effective. This helps employees understand that their efforts have direct consequences and provides additional motivation to achieve targets.

3. Individualization of Rewards

Rewards should be tailored to the needs and preferences of each employee. By recognizing that each individual has different motivations and desires, organizations can design more engaging and effective reward programs. This also shows that the organization values each individual uniquely, which in turn can increase motivation and performance.

Overall, Lee and Morgan (2023) assert that intrinsic and extrinsic motivation have complementary roles in improving employee performance. The principles they outline underline the importance of creating a supportive work environment, where employees feel engaged, have autonomy, and are recognized for their contributions. Meanwhile, extrinsic motivation must be designed to be fair, relevant, and individualized to encourage

employees to achieve optimal performance. A balanced approach between these two types of motivation will create supportive conditions for the development of employees and the organization as a whole.

3. Employee performance

Employee performance is a measure of how effectively employees carry out the tasks and responsibilities given by the organization. According to Bernardin and Russell (2013) also define performance as a record of the results of a particular job function assessed against established standards. From several definitions, it can be concluded that employee performance includes aspects of quality, quantity, and effectiveness in carrying out tasks. According to Robbins & Judge (2020), employee performance is the result or level of achievement of an individual in carrying out their duties and work that are directly related to organizational goals. Mangkunegara (2017) explains that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks according to the responsibilities given to him.

The concept of performance includes the results of individual and group work, both in terms of quality and quantity. The appearance of work results is not only limited to individuals who occupy functional or structural positions, but also involves all members of the organization. However, employee performance cannot be realized automatically; it needs to be managed properly by the leadership. As an employee's performance should be discussed and determined together between employees and leaders. Without a clear determination of the workload and direction, employees will feel confused in carrying out their work.

Some of the benefits of performance appraisal according to (Denisi and Kluger 2000), are as follows: (1) Feedback for performance improvement, (2) Goal setting, (3) Employee motivation, (4) Identification of training needs, (5) Basis for human resource decision making, (6) Improved communication, (7) Improved organizational performance. Sonnentag (2018) in his research and literature on performance appraisal highlights several significant benefits, including: (1) Increased self-awareness, (2) Self-reflection, (3) Improved work relationships, (4) Skills and career development, (5) Basis for decision making, (6) Improved overall organizational performance.

Some of the main factors that influence employee performance according to experts are:

1. Work Motivation

Robbins & Judge (2020) stated that motivation is one of the main factors that drives employee performance, where employees who have high motivation tend to be more enthusiastic in completing tasks and achieving organizational goals. Baker & Edwards (2021) added that intrinsic motivation (such as personal satisfaction and feelings of worth) and extrinsic (such as financial incentives) both play an important role in increasing employee productivity.

2. Job Satisfaction

Jones & Smith (2022) found that job satisfaction has a significant impact on employee performance. When employees are satisfied with their work, they tend to be more committed and motivated to achieve optimal results.

Johnson & Lee (2023) stated that job satisfaction is often influenced by factors such as work-life balance, appreciation for work, and managerial support, all of which have a positive impact on performance.

3. Competence

Thomas & Wimmer (2020) argue that employee competence, which includes skills, knowledge, and experience, greatly influences the quality of performance. The higher the employee's competence, the higher their productivity. Anderson & Clarke (2021) found that continuous competency training and development can improve employees' ability to carry out tasks efficiently, which leads to improved performance.

4. Work Environment

Smith & Brown (2022) stated that a supportive work environment, both physically and psychologically, plays an important role in maximizing employee performance. For example, comfortable work facilities and a harmonious work atmosphere increase employee engagement and motivation. Garcia et al. (2023) added that a healthy and conducive work environment allows employees to work more productively and reduces stress levels.

5. Leadership Style

Wang & Chen (2020) showed that supportive and inspirational leadership styles, such as transformational leadership, contribute positively to employee performance. Good leaders can motivate and empower employees to achieve higher goals. Park & Kim (2022) emphasized that participative leadership, where leaders involve employees in decision-making, increases employee loyalty, engagement, and productivity.

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7. Work Flexibility and Work-Life Balance

Smith & Johnson (2023) found that flexible working arrangements, such as the option to work from home or flexible working hours, play a significant role in improving employee satisfaction and performance. Clarkson & Morris (2022) highlighted that work-life balance affects mental health and job satisfaction, which ultimately leads to improved performance. Employees who feel they can balance their work and personal lives are more likely to perform at their best at work..

8. Rewards and Incentives

Adams & Thompson (2021) stated that fair rewards, both in financial (salary and bonuses) and non-financial (recognition and awards), increase employee satisfaction and loyalty to the organization, which has an impact on performance. Liu & Kim (2023) emphasized that a competitive incentive system and awards for achievement can increase productivity and work quality..

9. Organizational Commitment

Meyer & Allen (2021) developed a theory of affective commitment which shows that employees with a high level of commitment to the organization tend to show better performance. This commitment is influenced by factors such as rewards, managerial support, and the work environment. Brown & Hughes (2023) added that employees who feel bound to organizational values will tend to work more enthusiastically and have high loyalty, which has a positive impact on performance.

Employee performance is a complex and multidimensional aspect, influenced by various factors both internal (such as motivation, competence) and external (such as work environment, leadership style). Performance improvement can be achieved by implementing a holistic approach that includes support, training, incentives, and a positive work environment.

RESULTS AND DISCUSSION

Intrinsic motivation has been shown to have a significant positive impact on employee performance. According to Smith and Zhang (2020), intrinsically motivated employees tend to be more engaged in their work, which results in higher creativity and innovation. They found that when employees feel they have autonomy in their work and feel connected to the company's goals, they show greater levels of commitment. Employees who feel emotionally satisfied with their work contribute to increased productivity and work quality.

This is in line with the opinion of Anderson and Lee (2023) who showed that employees who have high intrinsic motivation tend to be more involved in their work. This high involvement contributes to long-term commitment to the organization and reduces turnover rates. Employees who feel connected to the goals of the organization will be more willing to put in extra effort in completing tasks. Kumar and Saini (2024) found that employees who are driven by intrinsic motivation are more likely to think creatively and innovate. When employees feel free to explore new ideas and approaches without fear of failure, they are better able to generate innovative solutions that can improve team and organizational performance. A work environment that supports this exploration is essential to fostering intrinsic motivation. Wang and Zhao (2023), intrinsic motivation contributes to improved work quality. Intrinsically motivated employees tend to be more thorough and pay attention to detail in their work, which has a positive impact on the end result. When employees do work that they enjoy and find meaningful, they strive harder to achieve high

quality standards. This not only benefits the individual, but also improves the reputation and overall performance of the organization.

On the other hand, extrinsic motivation also plays an important role in driving employee performance. Thompson and Blackwell (2022) show that financial incentives, awards, and recognition from superiors can be the main motivators for employees to achieve certain targets. Awards given in a timely and relevant manner can increase morale and motivate employees to give their best performance. However, they also remind that extrinsic motivation must be used wisely so as not to damage employees' intrinsic motivation. Smith and Johnson (2023) show that employees who receive bonuses, commissions, or other awards show a clear increase in performance. Incentives given in a timely manner and in accordance with employee achievements can increase morale and encourage individuals to achieve higher targets.

In addition, Lee and Kim (2022) suggest that non-financial recognition, such as praise, monthly employee awards, or opportunities to participate in special projects, also have a positive impact on motivation and performance. Employees who feel appreciated and recognized for their contributions are more likely to commit to their tasks and deliver better results. These non-financial rewards can be very effective in creating a positive and supportive work culture. Chen and Zhang (2023) show that a work environment that provides extrinsic motivation can affect employee productivity. When organizations create a clear and transparent reward system, employees feel more motivated to perform well. A positive environment, where employee success is celebrated, contributes to improved individual and team performance.

Garcia and Lopez (2024) emphasize that when organizations set challenging targets and offer appropriate rewards, employees will be more motivated to increase their efforts. This higher engagement can lead to increased productivity and better performance. However, Nguyen and Tran (2024) warn that relying too much on extrinsic motivation can reduce employees' intrinsic motivation. When employees feel that they are only working for rewards, they may lose interest and commitment to the work itself. Therefore, it is important to balance extrinsic incentives and developing intrinsic motivation to achieve optimal performance.

CONCLUSION

Highly motivated employees tend to perform better on assigned tasks, achieve goals faster, and produce higher quality output. The influence of intrinsic motivation on employee performance is significant, especially in the context of engagement, creativity, work quality, resilience, and well-being. To maximize employee potential, organizations need to create an environment that supports intrinsic motivation by providing freedom, recognition, and opportunities for growth. Extrinsic motivation has a significant influence on employee performance, especially through financial incentives, non-financial rewards, and recognition in the work environment. However, organizations must be careful in using extrinsic motivation to avoid potential negative impacts on intrinsic motivation. By

creating a balance between the two types of motivation, organizations can drive better performance and create a more productive work environment.

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