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Intrinsic-Extrinsic Motivation and Work Performance of Hotel and Spa Employee

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ABSTRACT

Purpose: This research is to know the application of intrinsic motivation and extrinsic motivation to improve the performance of employees of a 4 star hotel and spa in Kuta, Bali, Indonesia.

Research methods: Data obtained through observations, interviews, and questionnaires for 52 employees of the hotel and spa. The sampling technique used is proportional stratified random sampling. The analysis technique used is multiple linear regression.

Findings: Intrinsic motivation (X1) has a positive effect on performance with a beta coefficient value of 0.393 having a positive value and a significance value of 0.003. Extrinsic motivation (X2) has a positive effect on performance with a beta coefficient value of 0.362 having a positive value and a significance value of 0.000. The test results for F arithmetic show the value of F is 54,833 and the significance value is 0,000.

Implication: It is expected that the company is able to carry out their duties properly in improving the performance of their employees, one of which is by motivating the employees.

Keywords: intrinsic motivation, extrinsic motivation, performance of employees.

INTRODUCTION

Hotel is one type of tourist attraction which is a major component in each tourist destination (Adnyana, 2018) and human resources are an important aspect to increase hotel productivity in order to be able to survive in today's fierce competition

(Sanjaya, 2015). The current condition of business competition requires companies to be able to maintain their existence, one of which is through improving employee performance (Haryanti & Ardana, 2014). Therefore, a company must manage its human resources well in order to improve the performance of the company. The hotel and spa researched is a 4 star hotel and spa located in the most strategic location in Kuta. Based on the research, there is a decline in performance of the hotel and spa employees in the last three years from 2017 to 2019. The decline in employee performance is evidenced by the level of guest complaints for hotel management which increased from 2017 to 2019 which is presented in Table 1.

Table 1. Guest Complaints According in the period of 2017-2019
[Source: Tripadvisor, dan Booking.com]

No.	Month	2017	2018	2019
1	January	-	-	2
2	February	-	-	-
3	March	-	5	3
4	April	1	-	4
5	May	1	1	3
6	June	-	3	5
7	July	1	2	7
8	August	-	5	8
9	September	1	-	8
10	October	-	4	6
11	November	-	-	3
12	December	-	1	-
	Total	4	21	49
	Average	1,6	5,3	8,9

Table 1 shows that the average level of guest complaints that occurred from 2017 to 2019 increased. This shows an indication of decline in employee performance. Decline in employee performance is evidenced by the inaccuracy of work completion by employees. There are still employees who find it difficult to overcome all the desires of the guests and to be able to finish work on time. Through the interview process conducted with the employees, information was obtained that the lack of time given to complete a job and the responsibilities of each employee made the quality of the results achieved was not optimal, the lack of attention from superiors to employees and the demands of work that were increasingly the weight experienced by the employee so that the employee needs enough rest time to restore his body condition to get back fit. In addition, the conditions of the work

environment are less comfortable so employees are less focused on working. This information is supported by (Mangkunegara, 2013) while the factors that influence employee performance are work conflict, work stress, work discipline, career development, and competence, in addition to motivational factors that are formed from the attitude of an employee in dealing with working conditions.

One effort that can be done is to pay attention to the existing motivation of the employees. Motivation is the driving force or motivation in a person to behave and work actively and well in accordance with the duties and obligations that have been given to him (Kadarsiman, 2012). Whatever employees do when motivated will encourage their business to be more active and tend to increase work productivity in the company/organization. Motivation consists of 2 elements, namely the inner (intrinsic) and outer (extrinsic) elements. The internal element is a change that consists of someone, for example, the will, and the ability of someone in carrying out the task. The external element is the environment in which he carries out his activities (Muslih, 2012: 800).

RESEARCH METHODS

This research was carried out during carrying out Field Work Practices from July 2019 to January 2020 by taking the object of the performance of the hotel and spa employees. The variables used in this research can be clarified as: (1) independent variable, in this research the independent variables are intrinsic motivation (X1) and extrinsic motivation (X2). (2) the dependent variable (dependent variable), in this research the independent variable is employee performance (Y). Types and sources of data used are qualitative and quantitative data with primary and secondary data.

The sampling method used in this research is Propotionate Stratified Random Sampling. The sample used in this research is the number of employees of each department at the otel and spa. Data collection methods in this research were done through observation, interviews, questionnaires, and library studies. Data analysis technique used in this research is multiple linear regression analysis techniques. Multiple Linear Analysis is "a statistical technique for modeling and investigating the influence of one or several independent variables (Dependent Variables) on a dependent variable (Dependent Variable)" (Basuki, 2017: 45). Hypothesis Test is to

find out whether or not there is a significant influence on intrinsic motivation and extrinsic motivation to improve the performance of the employees, partially and simultaneously. Partial Hypothesis Test (t test) is used "to test the effect of the independent variable partially on the dependent variable" (Priyatno, 2010: 86). Simultaneous Hypothesis Test is "to examine the effect of the independent variables together on the dependent variable (Priyatno, 2010: 83).

FINDINGS

In this research, the data tested using the SPSS program.

1. Multiple Linear Regression Analysis

This multiple regression analysis is used to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related.

Table 2. Results of Multiple Linear Regression - Analysis Coefficients[a]
[Source: SPSS output version 23]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,345	3,806		,879	,384
Motivasi Intrinsik	,393	,125	,301	3,138	,003
Motivasi Ekstrinsik	,362	,056	,624	6,513	,000

[a.] Dependent Variable: Kinerja

Based on Table 2, the following multiple linear regression equation can be made: Y = 3.345 + 0.393X1 + 0.362X2

1. The constant (α) of 3,345 means that if the intrinsic motivation and extrinsic motivation variables have a constant value at zero then the performance value will be worth 3,345.

2. Intrinsic motivation variable regression coefficient of 0.393 has a positive value meaning that if intrinsic motivation is worth 1 unit then the performance will increase by 0.393 assuming the other variables are constant at zero.

3. The regression coefficient of work motivation variable of 0.363 is positive, meaning that if extrinsic motivation is 1 unit, the performance will increase by 0.363 assuming the other variables are constant at zero.

2. Results of Multiple Correlation Analysis (R)

Analysis of the multiple correlation coefficient (R) is the coefficient used to determine the level of relationship of the independent variables consisting of intrinsic motivation and extrinsic motivation significantly to employee performance dependent variables.

Table 3. Results of Multiple Correlation Analysis - Model Summary[b]
[Source: SPSS Output version 23]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,831[a]	,691	,679	2,00211

In table 3 it can be seen that the correlation coefficient of intrinsic motivation and extrinsic motivation together with the performance of 0.831 is positive and lies in the range of 0.80 - 1 so that the correlation between intrinsic motivation and extrinsic motivation together toward performance is a positive correlation and very strong.

3. Determination Analysis (R2)

Analysis of the coefficient of determination is used to see how much percentage (%) the effect of variable X on Y, usually expressed as a percentage. The results of the analysis of the coefficient of determination of the contribution (%) between intrinsic motivation and extrinsic motivation together - on the performance as follows.

Table 4. Results of the Determination Coefficient Analysis - Model Summary[b]
[Source: SPSS Output version 23]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,831[a]	,691	,679	2,00211

In table 4, the adjusted R2 value of 0.691 means that 69.1% change (up and down) in performance is influenced by intrinsic motivation and extrinsic motivation, while the remaining 30.1% is influenced by other factors outside this research.
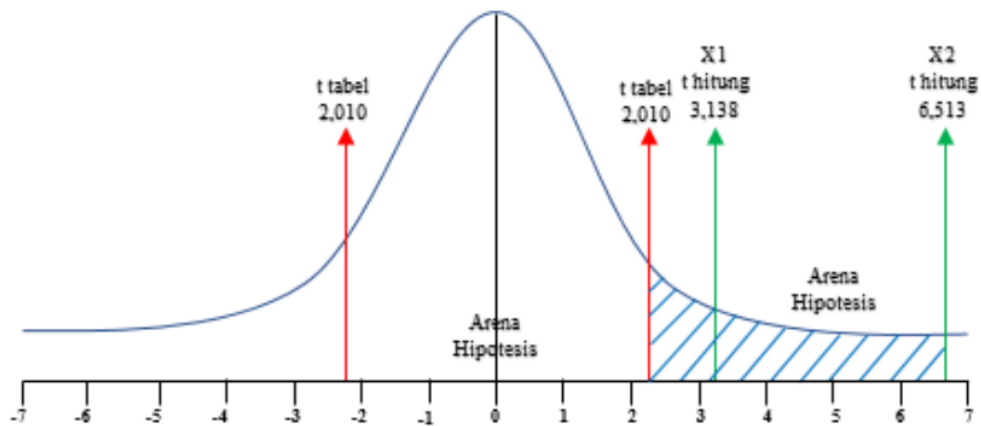
4. T-test (Parsial)

Figure 1. Curve of t test

1. Effect of Intrinsic Motivation on Performance

Hypothesis

H0: Intrinsic motivation does not have a positive and significant effect on employee performance

H1: Intrinsic motivation has a positive and significant effect on employee performance

a. Compare probability values (significance)

   Based on the results of the analysis of intrinsic motivation for performance, the significance value of 0.003 is less than 0.05 (0.003 <0.05) with a regression coefficient of 0.393 with a positive value. This result means that H0 is rejected and H1 is accepted, or in other words intrinsic motivation has a positive and significant effect on performance.

b. Compare t-counts with t-tables

   In this research has a value of n = 52, k = 2 with a significance value (α) = 5% or 0.05. So that df = n-k-1 = 52-2-1 = 49, we get a table of 2.010.

1. Basis of Decision Making

In this research, decision making is done by comparing the calculated statistics with the statistics tables

If t> t table, then Ho is rejected

If tcount <ttable, then Ho is accepted

2. Decision

The intrinsic motivation variable has a tcount> t table that is 3.138> 2.010 then H0 is rejected, or H1 is accepted or in other words intrinsic motivation has a positive and significant effect on employee performance. Effect of Extrinsic Motivation on Performance.

Hypothesis

H0: Extrinsic motivation does not have a positive and significant effect on employee performance

H1: Extrinsic motivation has a positive and significant effect on employee performance

a. Compare probability values (significance)

Based on the results of the analysis of extrinsic motivation on performance, a significance value of 0,000 is obtained less than 0.05 (0,000 <0.05) with a regression coefficient of 0.362 positive. This result means that H0 is rejected and H1 is accepted.

b. Compare t-counts with t-tables

This research has a value of n = 52, k = 2 with a significance value (α) = 5% or 0.05. So that df = n-k-1 = 52-2-1 = 49, we get a table of 2.010.

1. Basis of Decision Making

In this research, decision making is done by comparing the calculated statistics with the statistics tables

If t> t table, then Ho is rejected

If tcount <ttable, then Ho is accepted

2. Decision

The variable extrinsic motivation has a tcount> t table that is 6.513> 2.010 then H0 is rejected, or accept H1 or in other words extrinsic motivation has a positive and significant effect on employee performance.

5. Uji F (Simultan)

Table 5. Curve of F-test - ANOVA[a]
Source: SPSS Output version 23

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	439,587	2	219,794	54,833	,000[b]
1	Residual	196,413	49	4,008		
	Total	636,000	51			

Hypothesis

H0: Intrinsic motivation and extrinsic motivation together have no effect and are significant on performance

H1: Intrinsic motivation and extrinsic motivation jointly influence and significantly affect performance

Compare significant values

Based on the results of the analysis of intrinsic motivation and extrinsic motivation toward performance together, a significance value of 0,000 is less than 0.05 (0,000 <0.05). This result means that H0 is rejected and H1 is accepted.

Comparing Fcount with Ftable

In this research has a value of n = 52, k = 2 with a significance value α = 5% or 0.05. So df1 = k-1; df2 = n-k where df1 = 2-1 = 1; df2 = 52-2 = 50, then Ftable is obtained for 3.18.

1. Basis of Decision Making

In this research, decision making is done by comparing the calculated statistics with the statistics tables.

If Fcount> Ftable, then Ho is rejected.

If Fcount <Ftable, then Ho is accepted.

2. Decision

The number of Fcount> Ftable which is 54.833> 3.18, H0 is rejected or in other words accept H1 namely intrinsic motivation and extrinsic motivation together influential and significant effect on employee performance.

The influence of intellectual Motivation and Extrinsic Motivation Partially on The Performance of Employees

Based on the results of data analysis, it has been shown that intrinsic motivation and extrinsic motivation have a positive effect on employee performance. . With a significance value of all independent variables <0.05 or less than 0.05 then H0 is rejected and H1 is accepted. This result means that intrinsic motivation and extrinsic motivation have a positive and significant effect on performance.

This is reinforced by research conducted by (Akbar, 2012) entitled "The Effect of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at PT Perkebunan Nusantara XII Surabaya" that intrinsic motivation and extrinsic motivation have a positive and partially significant effect on employee performance.

The effect of Simultaneous Intellectual Motivation and Extrinsic Motivation on the Performance of the Employees

Based on the results of data analysis that has been done, intrinsic motivation and extrinsic motivation jointly influence employee performance. This was obtained from a significance value of F of 54.833> 3.18 and a significance value of 0.000 <0.05 indicating that H0 was rejected and H1 was accepted. This result means that intrinsic motivation and extrinsic motivation jointly influence and significantly affect the performance of the employees. Based on the calculation of the coefficient of determination obtained adjusted R2 value of 0.691 means 69.1% change (up and down) on the performance influenced by intrinsic motivation and extrinsic motivation, while the remaining 30.1% is influenced by other factors outside this research.

The same thing was also expressed by (Maulana, 2015) entitled "The Effect of Intrinsic Motivation, Extrinsic Motivation, and Organizational Commitment on Employee Performance at Bank BTN Malang Branch Office" states that intrinsic motivation and extrinsic motivation have a positive and significant effect simultaneously on employee performance.

The More Dominant Variable that Influences Employee Performance
Between intrinsic motivation and extrinsic motivation, it can be seen that intrinsic motivation has a more dominant role in influencing the performance of the employees, seen from a regression coefficient of 0.393 which is greater than extrinsic motivation which has a regression coefficient of 0.362.

CONCLUSIONS

Intrinsic motivation and extrinsic motivation have a positive and partially significant effect on employee performance, this is obtained from the significance value of intrinsic motivation of 0.003 with a beta coefficient value of 0.393 is positive, whereas Extrinsic motivation has a significance value of 0,000 with a beta coefficient of 0.362. With a significance value of all independent variables <0.05 or less than 0.05 then H0 is rejected and H1 is accepted. This result means that intrinsic motivation and extrinsic motivation have a positive and significant effect on performance.

Intrinsic motivation and extrinsic motivation simultaneously influence employee performance. This was obtained from a significance value of F of 54.833>

3.18 and a significance value of 0.000 <0.05 indicating that H0 was rejected and H1 was accepted. This result means that intrinsic motivation and extrinsic motivation jointly influence and significantly affect the performance of the employees. Based on the calculation of the coefficient of determination obtained adjusted R2 value of 0.691 means 69.1% change (up and down) on the performance influenced by intrinsic motivation and extrinsic motivation, while the remaining 30.1% is influenced by other factors outside this research. This shows that most of the intrinsic motivation and extrinsic motivation variables simultaneously affect the performance of the employees.

The more dominant variable affecting the hotel and spa employees' performance is intrinsic motivation, seen from the regression coefficient of 0.393 which is greater than the extrinsic motivation which has a regression coefficient of 0.362.

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