

Evaluating the Effect of Extrinsic and Intrinsic Rewards on Job Performance: The Mediating Role of Job Satisfaction

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***Abstract---** This study aims to determine the effect of extrinsic and intrinsic rewards on performance mediated by job satisfaction. This research is explanative quantitative research. The population of this research is the employee of the Agriculture and Food Service Office of Kebumen Regency, Central Java, who is a State Civil Apparatus (ASN). The sampling technique uses purposive sampling. The instrument uses questionnaires and observations. Data analysis was on the results of instruments that were valid and reliable. Data analysis techniques using the Structural Equation Modeling (SEM) method using AMOS 24.00. The results showed that extrinsic and intrinsic rewards had a positive and significant effect on employee satisfaction and performance. Other results indicate that employee job satisfaction has a positive and significant effect on employee performance. Job satisfaction does not act as a mediator on the effect of extrinsic rewards on performance but instead acts as a mediator on the effect of intrinsic rewards on performance. In the analysis of total influence shows that intrinsic rewards have a more considerable influence on improving employee performance.*

***Keywords---** Extrinsic Rewards, Intrinsic Rewards, Job Satisfaction, Job Performance.*

I. INTRODUCTION

The success in achieving the organizational goals depends on the quality of human resources. Human resources in an organization occupy a critical position because it acts as the motor or driving force of an organization. The company should adequately manage human resources. According to [1], human resource management can be an s labor-management process so that the organization achieves a sustainable competitive advantage. HRM is one of the crucial factors of employee performance [2], resulting in the finding that human resource management influences the effectiveness of employee performance. The performance of employees who work within an organization is the main factor of an organization [3] states that employee performance is significant for an organization without which it cannot survive. Companies need to think of it as a primary goal. Therefore, care and maintenance for employees are critical. The appreciation of employees can help them perform well on the job.

Many things can be done by companies to improve employee performance; one of them is by giving rewards. Rewards can affect job satisfaction and employee performance. In [4] states that rewards can increase the level of efficiency and performance of employees to increase the success of an organization. Development and development of human resources in the government environment in terms of abilities, skills, and mentality is an essential and strategic part in the implementation of development, where the Agriculture and Food Service Office of Kebumen Regency is one of them. The data gathered from the Department of Agriculture and Food of Kebumen Regency's website

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www.distapang.kebumenkab.go.id in 2018, the quantity of service employees is not sufficient to carry out better performance. Based on 2018 data, the number of employees of the Department of Agriculture and Food of Kebumen Regency is only 348 people or 94.82% compared to the minimum needs, so that there are 19 employees (5.17%) still needed. Lack of human resources is one of the effects of a decline in the quality of a company.

The comparison of the percentage of service performance achievements from 2017 to 2018 decreased by 6.84%. While, the process of recruiting new employees is not equally the same as the reduction in employees due to entering the retirement period.

Besides giving rewards, another aspect that influences performance is job satisfaction. Job satisfaction is a significant thing that must be owned by someone at work. [5] explain that there is a relationship between job satisfaction and performance. An employee who has a positive attitude towards his work will have job satisfaction and a willingness to commit to his organization, thereby increasing organizational performance.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Effect of Extrinsic and Intrinsic Rewards on Job Satisfaction

Rewards are rewards or rewards that aim to motivate employees to work better so they can improve their performance. Awarding is one of the ways that companies can do to improve the performance of their employees. The reward can affect job satisfaction and employee performance [6]. Furthermore, [4] stated that reward could increase the level of efficiency and performance of employees to increase the success of an organization. [4] also explains that the reward system can inspire employees to provide the highest effort for the task done, followed by [3], which states that there is a direct relationship between employee rewards and performance. If employees get a reward for their work, so their performance will improve.

Extrinsic rewards, according to [7], are real rewards received by employees. [8] explain that extrinsic rewards come from the recognition that can be in the form of promotions and money/rewards. The most common form is salary and bonus/incentive. [9] states that extrinsic rewards are rewards that come from the work itself, which consists of elements such as salary, additional benefits, job security, promotions, private office space, and social climate. Followed by [10] who explained that extrinsic rewards are real rewards given to employees by management. Intrinsic rewards are rewards that do not have a tangible form, which employees receive for themselves, this award is usually a positive value or an employee's satisfaction with himself because he gets recognition, responsibility and learning opportunities. [11] mentioned that an intrinsic reward is a form of self-satisfaction that is obtained by someone because he completes his work well and has achieved specific goals.

Job satisfaction is the attitude or feeling of an individual (employee) about the success of employees at work. [12] states that job satisfaction is a feeling of achievement and employee success in work. Job satisfaction indicates the attitudes and feelings that people have about their work. [13] found that rewards have a significant influence on job satisfaction. [6] stated that there was a significant influence between extrinsic rewards on employee job satisfaction in civilian hospitals and the Gujranwala district army. [4] produced findings that there was a significant relationship between reward and job satisfaction. One reward that can increase job satisfaction is the extrinsic reward. This finding supported research by [14], which results in the finding that extrinsic rewards have a positive impact on job satisfaction

and make employees loyal to the job. Continued in research [15], which states that extrinsic rewards can increase job satisfaction. Whereas [16] also found findings that there was a significant relationship between extrinsic rewards and job satisfaction of Karachi Pakistan Banking Sector employees. [17] also gave the same result.

Besides, intrinsic rewards also have a significant effect on job satisfaction. [15] produced findings that intrinsic appreciation can increase job satisfaction. Furthermore, [18] found that there is a significant relationship between intrinsic rewards for job satisfaction of Call Center employees in Pakistan. [6] added that there is a significant influence between intrinsic rewards on employee job satisfaction in civilian hospitals and Gujranwala district soldiers. Also added by [19], who examined the relationship between intrinsic and extrinsic rewards on work motivation and job satisfaction of foreign workers in China, with the finding that there is a significant relationship between intrinsic rewards to job satisfaction of foreign employees in China. Research of [20] also gives the same results.

Based on the explanation above, extrinsic and intrinsic rewards significantly influence employee job satisfaction, the hypotheses proposed in this study are:

H₁: Extrinsic rewards have a positive and significant effect on job satisfaction.

H₂: Intrinsic appreciation has a significant positive effect on job satisfaction.

2.2. The Effect of Extrinsic and Intrinsic Rewards on Employee Performance

Performance is a form of success of an individual in completing tasks. According to Ngawa et al. (2019), performance is a form of measurement of the success of completing a task by individuals who have been determined and measured by an organization/agency. Performance evaluation can be in various ways, including the commitment and attitude of employees at work. [5] mentioned that performance is one way to maintain the effectiveness of a company. The main goals and objectives of an organization are the ability to improve overall organizational performance. Followed by [21] that performance is the work of a person or group in an organization at a particular time that reflects how well the person or group achieved the qualifications of a job in the mission of achieving organizational goals. In general, rewards have a positive and significant effect on employee performance [16].

Extrinsic rewards significantly affect performance. Research [22] results in findings that extrinsic rewards show a positive effect on employee performance. In research by [6] revealed that extrinsic rewards have a significant relationship to employee performance. Continued [15] produced findings that extrinsic reward has a significant effect on employee performance in the Banking Sector of Pakistan. Furthermore, [9] explained that extrinsic reward has a significant effect on the performance of employees in Kenya's Trans Nzoia state tea factory.

In addition to extrinsic rewards, intrinsic rewards also have a significant influence on performance. Some research results show that intrinsic appreciation has a significant effect on performance. [15] explain that intrinsic reward has a significant effect on employee performance in the Pakistan Banking Sector. [9] stated that if an intrinsic reward affects employee performance in the tea factory of the Trans Nzoia company Kenya State Furthermore, research [22] produced findings that intrinsic rewards have a positive effect on employee performance. The finding of research by [6] found that intrinsic rewards have a direct effect on employee performance. [7] also produced findings of the relationship between reward and employee performance. The findings show that intrinsic reward has a positive relationship in improving employee performance.

Based on the explanation above, extrinsic and intrinsic rewards significantly influence employee performance, so the hypotheses proposed in this study are as follows:

H₃: Extrinsic rewards have a positive and significant effect on performance.

H₄: Intrinsic appreciation has a positive and significant effect on performance.

2.3. The Job Satisfaction Effects on Employee Performance

Job satisfaction is the attitude or feeling of an individual (employee) about the success of employees at work. [12] states that job satisfaction is a feeling of achievement and employee success in work. Job satisfaction is the attitudes and feelings that people have about their work. Meanwhile, performance is a form of success of an individual in completing tasks. According to [23], performance is a form of measurement of the success of the completion of a task by individuals. Performance measurement can be in various ways, including the commitment and attitude of employees at work. [24] mentioned that one of the factors that influence employee performance is job satisfaction

Job satisfaction and performance have a positive relationship. This finding is in line with research [5, 25-27] and [28], which results in a finding that there is a relationship between job satisfaction and performance. When an organization reviews an employee's performance, the organization uses job satisfaction as one step. An employee who has a positive attitude towards his work will have job satisfaction and a willingness to commit to his organization, thereby increasing organizational performance. Furthermore, [29] produced findings that there was a strong positive relationship between job satisfaction and the performance of private employees in Kuching, East Malaysia. [30] also, suggest that satisfied employees do their jobs better, and long-term employees usually have better levels of skills and expertise, both of which lead to improved performance. Continued in [31] produces findings that there is a significant relationship between job satisfaction and employee performance in the Punjab City Bank of Pakistan.

Based on the explanation above, job satisfaction has a significant effect on performance, so the hypotheses proposed in this study are:

H₅: Job satisfaction has a positive and significant effect on performance.

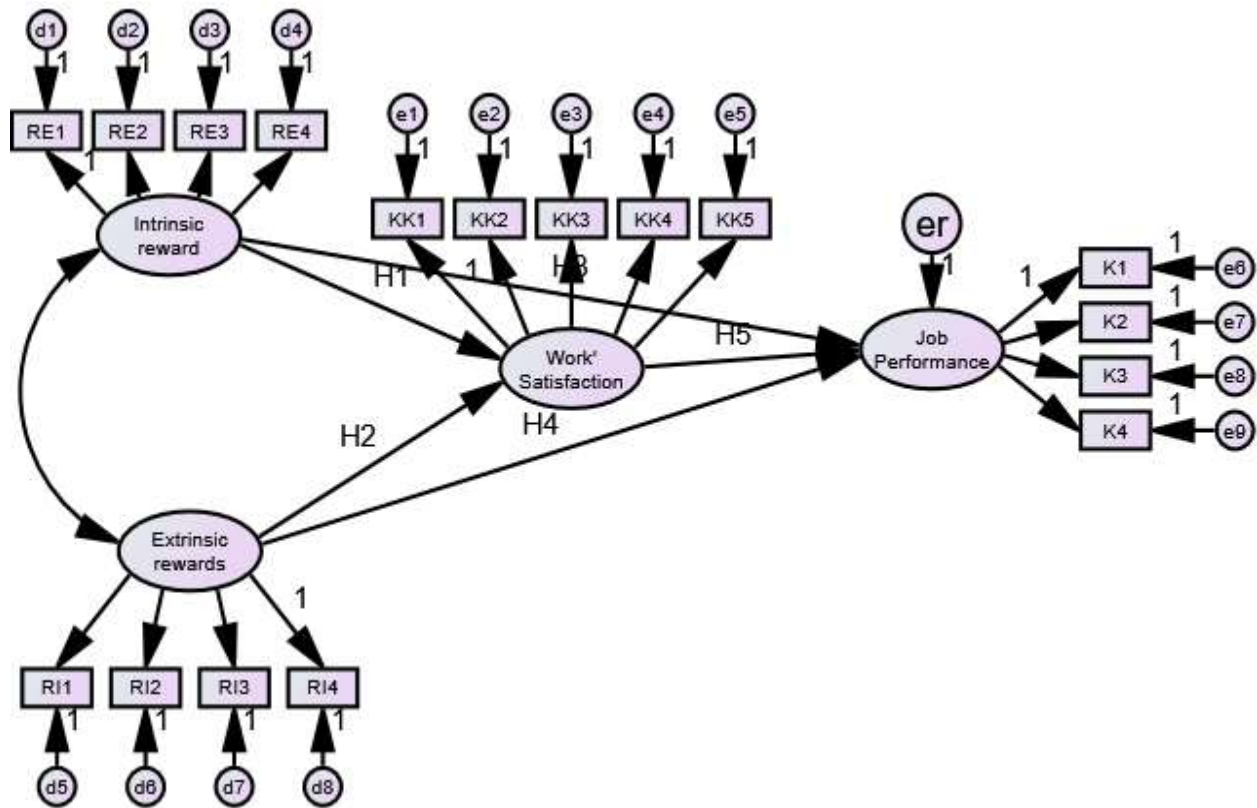


Figure 1. Fit Model of Research with the SEM Method

III. METHODOLOGY

This type of research is quantitative explanative. The sampling technique uses purposive sampling. The sample in this study were employees of the Agriculture and Food Service Office of Kebumen Regency with the status of the State Civil Apparatus because the reward and punishment mechanism follow the staffing rules. The number of samples in this study was 132 employees. According to [32], given the analysis using the SEM method, the number of indicators 17 requires a maximum of 5×17 (85) and a maximum of 10×17 (170). Data collection techniques using a distribution of questionnaires and respondents filled it following existing instructions. The questionnaire consisted of six answers with a Likert scale, scale 1. completely disagree (CDA), 2. strongly disagree (SDA), 3. disagree (D), 4. agree (A) 5. strongly agree (SA) 6. very strongly agree (VSA).

IV. RESULTS AND DISCUSSION

4.1. Descriptive Analysis of Respondents

Figures 1, 2, and 3 perform the results of respondents' demographic analysis. Figure 1 shows that male respondents are 78 (59%) and female 54 (41%). Figure 2 shows that the age of employees varies from 30-40 = 41 (31%), 41-50 = 22 (16%) and 51-60 = 69 (52%). Meanwhile, Figure 3 shows respondent distribution based on the educational background as follows: high school 27 (20%), vocation 29 (21%), graduates 66 (50%) and post graduates 10 (7%). While, Table 1 shows respondents' perceptions of the four constructs studied. The average respondent's answers indicate that all four variables have very high conditions.

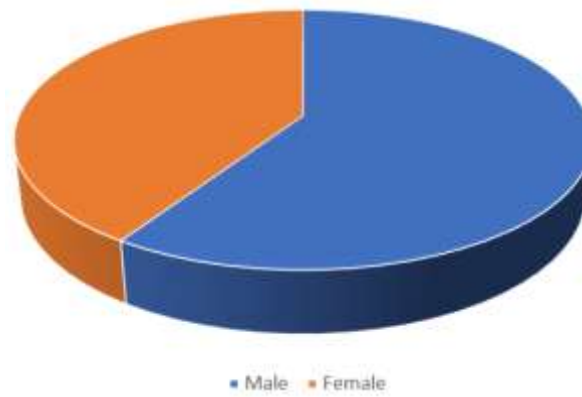


Figure 1. Sampling distribution Based on Sex

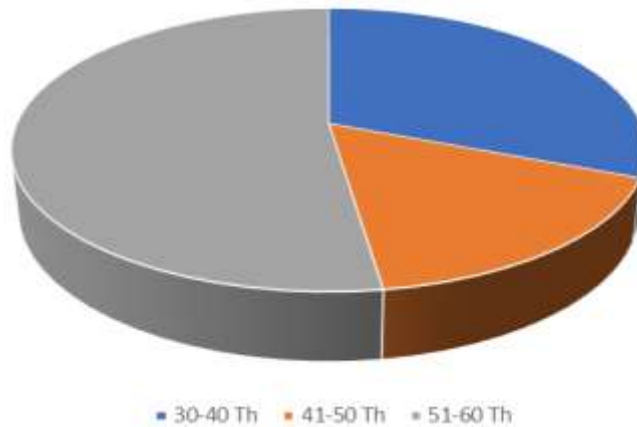


Figure 2. Sampling distribution Based on Age of Employees

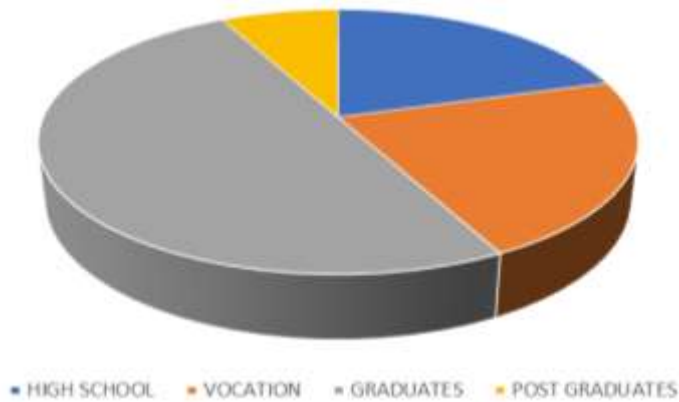


Figure 3. Sampling distribution Based on Employee Education

Table 1. Description of Respondents' Responses to All Constructions (N = 132)

No.	Constructs	Average	Conclusion
1	Extrinsic reward	4,08	Very High
2	Intrinsic reward	4.14	Very High
3	Job satisfaction	4.18	Very High
4	Work performance	4.16	Very High

4.2. Validity and Reliability of the Instrument

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Test the validity of the measurement of each construct using the Confirmatory Factor Analysis (CFA) technique. Based on the results of the CFA test, all indicators are valid. The total number of indicators for all constructs is 17. All indicators have a loading factor ≥ 0.6 so that it exceeds the critical value. The loading factor of the Extrinsic Choice construct factor (RE1 = 0.88, RE2 = 0.95, RE3 = 0.92 and RE4 = 0.91). Intrinsic appreciation (RI1 = 0.84, RI2 = 0.84, RI3 = 0.85 and RI4 = 0.90). Job Satisfaction (KK1 = 0.87, KK2 = 0.90, KK3 = 0.90, KK4 = 0.85, and KK5 = 0.89). Performance Variables (K1 = 0.94, K2 = 0.89, K3 = 0.93, and K4 = 0.94).

The construct reliability test uses critical construct value (CR) ≥ 0.70 and Average Variance Extracted (AVE) ≥ 0.50 . CR values for extrinsic rewards (0.95), intrinsic rewards (0.92), job satisfaction (0.95) and performance (0.961). While the AVE value for extrinsic rewards (0.84), intrinsic rewards (0.74), job satisfaction (0.79) and performance (0.86). Thus the entire construct is reliable.

4.3. Inferential Analysis

1) Mahalanobis Distance Test (d^2)

Outliers testing used the critical p-value of Mahalanobis Distance (d^2) ≤ 0.05 . If there is data having $d^2 \geq 0.05$, then the data is multivariate outliers. Based on the chi-square value with free degrees 17, d^2 is 27.58. If there are d^2 that exceed 27.58, then the data is multivariate outliers. In this study, the highest value lies in the observation number 14 of 27.07, so that ≤ 27.59 . Thus there is no outlier data in this study.

2) Normality Test

The most crucial assumption regarding SEM is that data must be in the shape of normal distribution. Testing data normality is to determine whether or not the distribution of research data is normal for each variable. The data distribution is normal if $-2.58 \leq \text{Critical Ratio (C. R)} \leq 2.58$ for skewness or kurtosis ± 2.58 at p-value 0.01. Based on the table above, there is a critical ratio value for skewness value that is outside the range of ± 2.58 . The univariate data distribution is normal. The multivariate test also shows c.r. of 2,288, which indicates that the distribution of the data is normal [32].

3) Goodness of Fit Test

Based on the fit estimation model, the fit Goodness of Fit test was obtained as follows: Chi-square = 92.8 (df = 113, ≤ 138), Significant Probability = 0.91 (≥ 0.05), GFI = 0.92 (≥ 0.90), CFI = 1.0 (> 0.95), RMSEA = 0.00 (< 0.08), and RMR = 0.012 (< 0.05).

4) Hypothesis Test Results

Model Estimation Results The estimation technique of structural equation models uses Maximum Likelihood Estimation (MLE). Hypothesis test results are as the following Table 2.

Table 2. Hypothesis Test Results based on Regression Weights

			Estimate	P-Values	Results
Job satisfaction	←	Extrinsic reward	0,202	0,037	Accepted
Job satisfaction	←	Intrinsic reward	0,698	0,000	Accepted
Work performance	←	Job satisfaction	0,501	0,000	Accepted
Work performance	←	Extrinsic reward	0,189	0,015	Accepted

			<i>Estimate</i>	<i>P-Values</i>	<i>Results</i>
Work performance	←	Intrinsic reward	0,247	0,042	Accepted

5) The Effect of Extrinsic and Intrinsic Reward on Job Satisfaction

Table 2 shows that the p-value of $0.04 \leq 0.05$ so that the conclusion is that extrinsic rewards have a positive and significant effect on job satisfaction. The higher the extrinsic award, the higher the job satisfaction. The finding of this study support previous research conducted by [6, 18, 19] which states that extrinsic reward has a significant effect on employee job satisfaction.

Table 2 shows that the value of $p\ 0.00 \leq 0.05$ so that the conclusion is that intrinsic appreciation has a positive and significant effect on job satisfaction. The higher the intrinsic appreciation, the higher job satisfaction will be. The finding of this study support previous research conducted by [6, 18, 19] that there is an intrinsic reward that has a significant effect on employee job satisfaction.

6) The Effect of Extrinsic and Intrinsic Rewards on Job Performance

Table 2 shows that the value of $p\ 0.00 \leq 0.05$ so that the conclusion is that extrinsic rewards have a positive and significant effect on performance. The higher the extrinsic award, the higher the performance will be. The results of data processing in this study support previous research conducted by [15], [7] that extrinsic reward has a significant effect on employee performance.

Table 2 shows that the p-value of $0.02 \leq 0.05$ so that the conclusion is that intrinsic appreciation has a positive and significant effect on performance. The higher the intrinsic appreciation, the higher the performance. The results of data processing in this study support the results of previous studies conducted by [15] and [7] that intrinsic reward has a significant effect on employee performance.

7) The Effect of Job Satisfaction on Job Performance

Table 2 shows that the value of $p\ 0.02 \leq 0.05$ so that the conclusion is that job satisfaction has a positive and significant effect on performance. The higher the job satisfaction, the higher the performance will be. The results of data processing are in line with research conducted by previous researchers namely (Tabasuum et al., 2016), (Miah, 2018) and (Bakotic, 2016) which states that there is a strong relationship between job satisfaction with employee performance and job satisfaction is crucial for performance employee in an organization.

8) The Role of Job Satisfaction as a Mediator

The direct effect of extrinsic rewards on job satisfaction is 0.22 and on performance is 0.21. The direct effect of job satisfaction on performance is 0.51. While the indirect effect of extrinsic rewards on employee performance of Agriculture and Food Service Office of Kebumen Regency. Job satisfaction is 0.11. The direct effect of intrinsic appreciation on job satisfaction is 0.69 and on performance is 0.252. The direct effect of job satisfaction on performance is 0.51. While the indirect effect of intrinsic appreciation on employee performance of Agriculture and Food Service Office of Kebumen Regency. Job satisfaction is 0.36. From the analysis of direct and indirect effects, the conclusion is that job satisfaction does not act as a mediating variable on the effect of extrinsic rewards on performance. However, job satisfaction acts as a mediating variable on the effect of intrinsic rewards on performance.

The effect of total extrinsic rewards on performance is 0.32, while the effect of total intrinsic rewards on performance is 0.61. Thus, intrinsic rewards have a more substantial influence on improving the performance of the Kebumen District Agriculture and Food Service employees.

9) Squared Multiple Correlation

Calculation of SMC (Squared Multiple Correlation) with R² symbol shows how much influence exogenous variables have on endogenous variables. The analysis shows that R² is 0.86. which shows the contribution of extrinsic rewards, intrinsic rewards, and job satisfaction to performance is 86.2% while the remaining 13.8% are other factors beyond extrinsic rewards, intrinsic rewards, and job satisfaction.

V. CONCLUSION

The results of this study provide at least seven crucial conclusions, namely: (1) Extrinsic reward significantly affect job satisfaction. (2) Intrinsic appreciation has a positive and significant effect on job satisfaction. (3) Extrinsic rewards have a positive and significant effect on performance. (4) Intrinsic appreciation has a positive and significant effect on performance. (5) Job satisfaction significantly affects performance. (6) Job satisfaction acts as a mediator on the effect of intrinsic rewards on performance, but job satisfaction does not act as a mediator on the effect of extrinsic rewards on performance. (7) Intrinsic rewards have a more significant influence on improving employee performance compared to extrinsic rewards in Kebumen District Agriculture and Food employees.

The results of this study suggest improving the performance of Kebumen Regency's Department of Agriculture and Food staff in order to increase extrinsic and intrinsic rewards to increase job satisfaction so that their performance will also improve. However, a more significant increase in performance is through increased intrinsic appreciation through increased job satisfaction compared to extrinsic rewards. Suggestions for further researchers are the need for further research on performance outside the Department of Agriculture employees by expanding exogenous variables with broader indicators.

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