

THE EFFECT OF INTRINSIC MOTIVATION ON JOB SATISFACTION AND ITS IMPLICATIONS ON COMMITMENT AND PERFORMANCE OF ACEH JAYA DISTRICT EDUCATION OFFICE

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ABSTRACT

This study was conducted to examine the effect of intrinsic motivation on job satisfaction and its implications for the commitment and performance of the Education Office in Aceh Jaya district, Indonesia. The population was 126 employees. The entire population members were used as the research sample. Data were collected through the distribution of questionnaires. The data analysis equipment used was the descriptive test and structural equation modeling (SEM) through AMOS software. The results reveal that intrinsic motivation, satisfaction, commitment, and performance of the Aceh Jaya Education Office are good, intrinsic motivation affects satisfaction, intrinsic motivation affects commitment, intrinsic motivation affects performance, satisfaction affects commitment, satisfaction affects performance, intrinsic motivation affects commitment through satisfaction, and Intrinsic motivation affects commitment through satisfaction. The results also explain that satisfaction in the model functions as a partial mediator. So it is evident that the function of increasing the commitment and performance of the Aceh Jaya Education Office is a function of increasing intrinsic motivation and increasing satisfaction. Thus the model is verified and can be used as a reference for further research by developing it by involving other variables.

Keyword: Intrinsic Motivation, Job Satisfaction, Organizational Commitment, and Organizational Performance.

1. INTRODUCTION

The Education Office in Aceh Jaya district, Indonesia is trying its best to improve its performance. From several strategic targets in the last few years, in general, the achievement is still not optimal. The results of the survey that the author conducted regarding the still low performance of the Aceh Jaya Education Office is indicated by the low absorption of the 2019 budget, overall it only reached 89.58%, of which the budget of 188,092,482,976 billion in which the funds disbursed by the Aceh Education Office was only absorbed amounted to 168,494,442,906 billion, while in 2018 the realization reached 97.20% of the total budget of 164,764,244,761 billion with a budget absorption of 160,156,402,217 billion. The low performance of the Aceh Jaya Education Office is caused by low employee satisfaction, the indications are intrinsic motivation and personal values. From the initial survey, it was also revealed that the low level of employee satisfaction was caused by factors that were still low in happiness, relationships with colleagues, and the ability to overcome the boredom of the Aceh Jaya Education Office, while the low personal value also had an effect on low employee satisfaction and had an effect on low employee satisfaction. employee performance at the Aceh

Jaya Education Office. Another factor that influences the performance of the Aceh Jaya Education Office is the intrinsic motivation factor.

Other, employee performance and intrinsic motivation can grow due to commitment. This indicates that the increase in employee performance can be influenced by the commitment of the employees themselves. The phenomenon that occurs at the Aceh Jaya Education Office shows that employee performance is also influenced by the low level of commitment possessed by employees, especially commitment to carrying out their duties and responsibilities correctly and responsibly.

2. LITERATURE STUDY

Organizational Performance

(Hasibuan, 2016), (Murray, 2003), (Surjadi, 2009), and (Sobandi et al., 2006) Organizational performance is something that has been achieved by the organization within a certain period, both related to input, output, outcome, benefit, and impact. (Khan & Ukpere, 2014) mentions organizational performance as an assessment of the work of a person in an organization. In this study, the measurement of organizational performance uses indicators in the form of: 1. Accountability of performance reports, 2. Coverage of Early Childhood Education Services, 3. Coverage of Basic Education Services, 4. Coverage of Non-Formal Education Services, 5. Professionalism and Competence of Educators, 6. Coverage of Information Database Availability, 7. Art and Culture Preservation, 8. Improving the quality of management, 9. Scope of compliance with standards, 10. Coverage of arts and cultural organizations. (Key performance indicators of the Aceh Jaya Education Office, 2021).

Organizational Commitment

(Anik & Arifuddin, 2003) and (Greenberg & Baron, 2018) explain that employees who have high commitment are more stable and more productive. (Greenberg & Baron, 2018), suggests the characteristics of commitment, namely: (1) a strong belief in and acceptance of the goals and values of the organization; (2) readiness to work hard; and (3) a strong desire to stay in the organization. according to (Mowday, Porter, & Steers, 2013) Commitment can grow because individuals have emotional ties to the organization which includes moral support, and accept existing values and determination from within to serve the organization (Supriyono, 2019). Commitment measurement can be done with dedication, improving performance, high willingness, work targets (Mowday et al., 2013).

Job Satisfaction

(Newstrom & Davis, 2002) argues that job satisfaction is a feeling of support or not support experienced by employees at work. (Pushpakumari, 2008) and (Allen, 2006) said that the human element plays an important role in the process of work, no matter how perfect the plans, organization, supervision, and research if they do not carry out their duties with interest and joy they will not achieve as many results as can be achieved. (Strauss & Sayles, 2012), said job satisfaction can be measured using indicators in the form of: happiness, relationships with co-workers, relationships with leaders, overcoming boredom, respect, a sense of comfort.

Intrinsic Motivation

(Robbins, Coulter, & Cenzo, 2019) Motivation is "the willingness to direct all efforts to achieve goals that are influenced by the ability of the effort to satisfy some individual needs". (Wahjosumidjo, 2010) and (Hagemann, 2013) Explaining motivation includes factors of emotional and biological needs, which can only be predicted from behavioral observations. (Robbins et al., 2019) states that measuring intrinsic motivation can be done by using indicators in the form of (1) job satisfaction felt by employees during work, (2) status and responsibilities carried out by employees according to their main duties and functions, (3) adequate compensation provided by the party. organization to employees, (4) Conditions of the work environment where employees work, (5) Work facilities provided to employees, (6) The existence of personal desires and expectations owned by employees

Research Model and Hypotheses

The authors formulated the study model framework and hypotheses as follows.

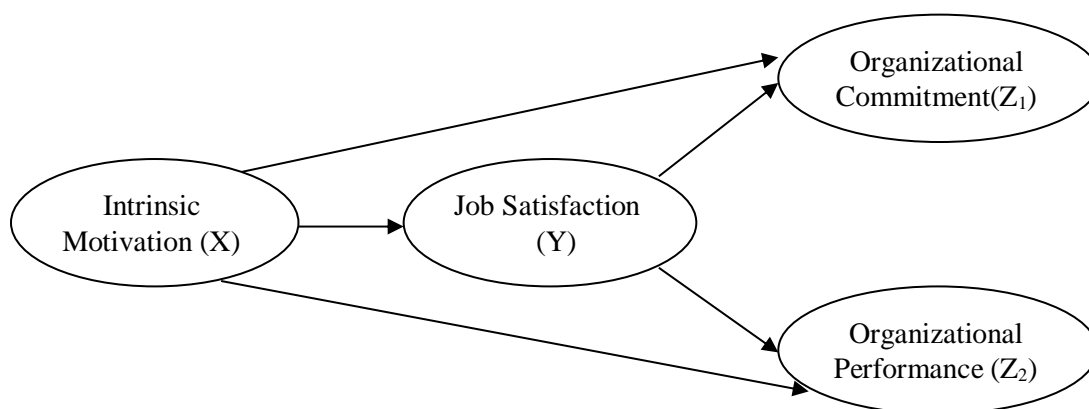


Figure 1. Effects Between Variables

H1 : Intrinsic motivation, satisfaction, commitment, and performance of the Aceh Jaya Education Office are good.

H2: Intrinsic motivation affects employee satisfaction at the Aceh Jaya Education Office.

H3 : Intrinsic motivation affects the commitment of the Aceh Jaya Education Office.

H4: Intrinsic motivation affects the performance of the Aceh Jaya Education Office.

H5: satisfaction affects commitment of the Aceh Jaya Education Office.

H6: satisfaction affects the performance of the Aceh Jaya Education Office employees.

H7: Intrinsic motivation affects commitment through employee satisfaction at the Aceh Jaya Education Office.

H8: Intrinsic motivation affects commitment through employee satisfaction at the Aceh Jaya Education Office.

3. RESEARCH METHOD

The research was conducted at the Aceh Jaya Education Office, the objects of this research were intrinsic motivation, job satisfaction, commitment, and performance. The population was all employees at the Aceh Jaya Education Office, totaling 126 employees. The entire population members were used as the research sample. Questionnaires were used to collect data. The test

equipment used was SEM AMOS. The number of employees based on class/level is explained in Table 1 below:

Table 1. Population and Sample

No	Group/Level	Population
1.	Group I/a - I/d	2
2.	Group II/a - II/d	8
3.	Group III/a - III/d	95
4.	Group IV/a - IV/d	21
Jumlah		126

Source: Aceh Jaya Education Office, (2021).

4. RESULT

Descriptive Hypothesis

The descriptive hypothesis test is shown below.

Table 2. Descriptive

No.	Variable	Average	Significant Value	Information
1.	Intrinsic Motivation (X)	4.238	0.000	Good
2.	Job satisfaction (Y)	4.235	0.000	Good
3.	Organizational Commitment (Z_1)	4.312	0.000	Good
4.	Organizational Performance (Z_2)	4.226	0.000	Good
Average		4.252	0.000	Good

Table 2 above explains that the results of descriptive hypothesis testing are accepted where all variables already have a value > 3.40 with an overall mean value of $4.16 > 3.40$ and a significance of $0.000 < 0.05$.

Direct Hypothesis

After a series of tests have been carried out and the standard values have been set, here is the figure of the model test result in this study.

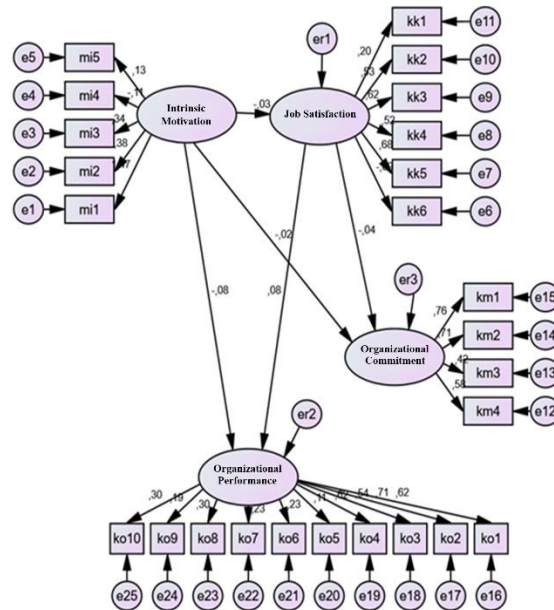


Figure 2. Structural Model

The results of the model test are directly presented below.

Table 3. The influence between variables

			Estimate	C.R.	P	Decision
Job Satisfaction	<---	Intrinsic Motivation	0.230	6.502	***	Accepted
Organizational Commitment	<---	Intrinsic Motivation	0.260	2.437	***	Accepted
Organizational Performance	<---	Intrinsic Motivation	0.420	4.876	***	Accepted
Organizational Commitment	<---	Job Satisfaction	0.330	6.631	***	Accepted
Organizational Performance	<---	Job Satisfaction	0.420	4.494	***	Accepted

The table above shows the results of testing the direct effect hypothesis. The explanation of the results of direct hypothesis testing is as described below

The Role of Intrinsic Motivation on Satisfaction

Testing hypothesis 2 resulted in CR 6.502 and P 0.000. This figure meets the requirements for acceptance of Ha2. Then it is proven that the verified model, namely the intrinsic motivation of the Aceh Jaya Education Office employees affects employee satisfaction at the Aceh Jaya Education Office. This indicates that the higher the intrinsic motivation will play a direct role in increasing the satisfaction of the employees of the Aceh Jaya Education Office. These results are

consistent with the results of the study (Raza, Akhtar, Husnain, & Akhtar, 2015) states that satisfaction can affect improving the performance of an employee.

While the empirical evidence that satisfaction has implications for the notion that the low performance of employees is currently not only caused by the lack of participation of employees in technical guidance/education and training but also triggered by the low performance of personnel. This indicates that the presence of intrinsic motivation will have a positive impact on increasing employee satisfaction at the Aceh Jaya Education Office, especially in increasing employee satisfaction at the Aceh Jaya Education Office.

The Role of Intrinsic Motivation on the Commitment of the Education Office of Aceh Jaya District Employees

Testing hypothesis 3 resulted in CR 2.437 and P 0,000. The figure obtained meets the requirements for acceptance of Ha3. Then it is proven that the verified model, namely employee satisfaction felt by employees at the Aceh Jaya Education Office, has a significant effect on the commitment of the Aceh Jaya Education Office employees. This indicates that the higher the employee's satisfaction, the more commitment will be increased because every employee can carry out the obligations that have been given to him following the regulations that have been set so that the commitment of the employee becomes better. These results are following the research (Puspitawati & Riana, 2014) revealed that satisfaction has a positive effect on commitment and service quality while commitment has a positive effect on service quality.

The Role of Intrinsic Motivation on the Performance of the Aceh Jaya Education Office

Testing hypothesis 4 resulted in CR 4.876 and P 0.000. The figure obtained is eligible for acceptance of Ha4. Then it is proven that the verified model, namely satisfaction will have a significant effect on performance at the Aceh Jaya Education Office. This indicates that the higher the satisfaction of the employees of the Aceh Jaya Education Office will further improve performance because each employee will be able to carry out their main duties and functions. The results of this study are consistent with the research of (Larenza & Nirawati, 2019) which states that intrinsic motivation influences improving performance, especially in providing services and increasing the scope of performance indicators that have been set based on the Main Performance Indicators.

The Role of Satisfaction on the Commitment of the Education Office of Aceh Jaya District

Testing hypothesis 5 resulted in 6.631 and P 0,000. The figure obtained is eligible for acceptance of Ha5. So it is proven that the verified model, namely satisfaction has a significant effect on the commitment of the Aceh Jaya Education Office employees. This indicates that the increasing satisfaction felt by the employees of the Aceh Jaya Education Office will have a positive impact on increasing the commitment of the Aceh Jaya Education Office, especially in improving the work results of all employees within the organization. The results of the study are also consistent with the findings (Utomo, 2014) where the higher the level of employee satisfaction will further improve performance for the better.

The Role of Satisfaction on the Performance of the Aceh Jaya Education Office

Testing hypothesis 6 resulted in CR 4.494 and P 0,000. The figure obtained is eligible for

acceptance of Ha6. Then it is proven that the verified model, namely the satisfaction felt by all employees at the Aceh Jaya Education Office, has a significant influence on improving the performance of the Aceh Jaya Education Office. The results of this study are also consistent with the research findings (Nur Aini, 2016) proves that the satisfaction felt by employees can influence in improving employee performance. Then the research results (Parhusip, 2014) also state that satisfaction affects improving performance.

Analysis of direct and indirect effects

In this discussion, it will be seen from the direct and indirect effects of the variables in this study, first of all, the existing coefficients must be seen, based on the results of calculations issued by AMOS as presented in the following table:

Tabel 4. Koefisien Efek Antar Variabel

No	Variabel	Arah Pengaruh	Variabel	Estimate
1	Job Satusfaction	<---	Intrinsic Motivation	0.230
2	Organizational Commitment	<---	Intrinsic Motivation	0.260
3	Organizational Performance	<---	Intrinsic Motivation	0.420
4	Organizational Commitment	<---	Job Satisfaction	0.330
5	Organizational Performance	<---	Job Satusfaction	0.420

Sumber: Data Primer, 2022 (diolah).

Analisis besarnya efek dilakukan untuk mengetahui kekuatan pengaruh antar konstruk (Ferdinand, 2006), sebagaimana dijelaskan pada Gambar 3.

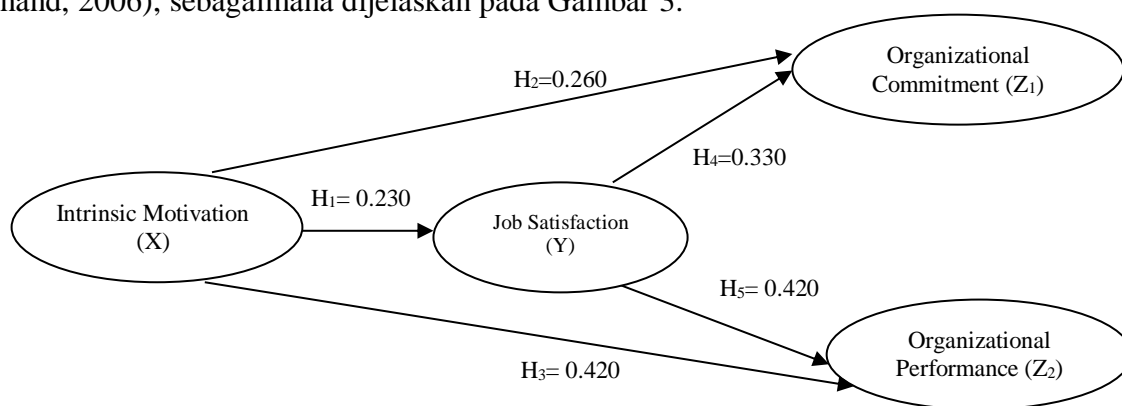


Figure 3. Effect of Variables in Flowcharts

The results show the coefficients of direct and indirect influences are revealed as follows.

Table 5. Direct and Indirect Effects

No	Description	Direct	Indirect	Total Effect	Information
1.	The effect of intrinsic motivation on commitment	$(0.260)^2 = 0.068$	0.260 x 0.230 = 0.059	0.127	Direct > Indirect
2.	The effect of Intrinsic motivation on organizational performance	$(0.420)^2 = 0.176$	0.420 x 0.230 = 0.096	0.272	Direct > Indirect

Source: Primary Data, 2022 (processed).

The Role of Satisfaction Mediation Effect on Intrinsic Motivation Affects Commitment

The results of testing the satisfaction mediation effect of H7 is figured below.

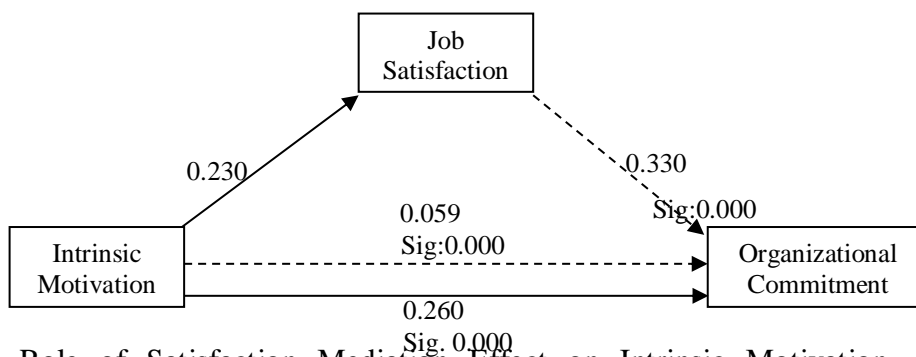


Figure: 4. The Role of Satisfaction Mediation Effect on Intrinsic Motivation Affecting Commitment

The test results above shows that the intrinsic motivation effect on satisfaction is positive, and the influence of satisfaction has a significant effect on commitment, thus this test shows that there is partially mediated.

The Role of Satisfaction Mediation Effect on Intrinsic Motivation Affecting Performance

The results of testing the satisfaction mediation effect of H8 is figured below.

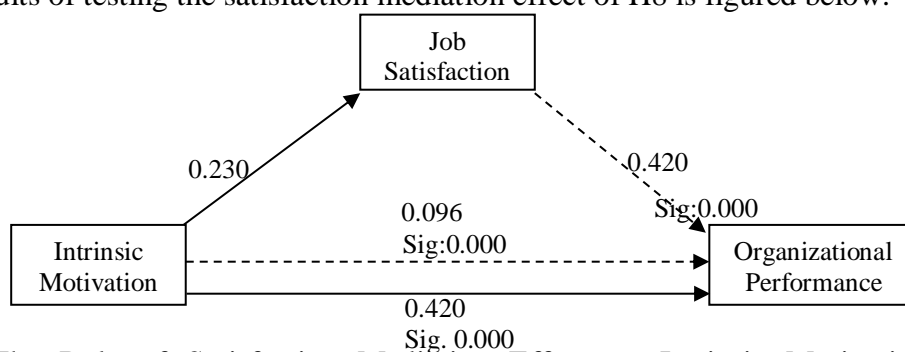


Figure: 5. The Role of Satisfaction Mediation Effect on Intrinsic Motivation Affecting

Performance

The test results above shows that the intrinsic motivation effect on satisfaction is positive, and the effect of satisfaction on performance is significant, thus this test shows that there is partially mediated.

Implications of Research Results

The results of the study have implications that the intrinsic motivation of employees will have a positive impact on increasing employee satisfaction in increasing employee commitment to the organization. Increased satisfaction based on the intrinsic motivation variable owned by employees can be seen from the existence of a guarantee of life from the organization to work better, the existence of security guarantees that make employees more motivated at work, leaders give awards for work achievements that have been achieved by employees, employees feel proud to be part of the organization and employees always self-actualize because they are employees in the organization.

The implications of the results of the study on the satisfaction variable indicate that the satisfaction felt by employees also has a positive impact on increasing employee commitment to the organization of the Aceh Jaya Education Office and the performance generated by all members of the organization will have a better impact on the Aceh Jaya Education Office in improving the quality of graduates (students) in Aceh Jaya District as a whole. The results of the research on the effect of satisfaction on commitment and performance are also consistent with the research (Rimbani, 2015) which states that the satisfaction felt by employees can have a positive and significant impact to increase commitment and also performance in realizing the mission and vision of the organization.

The implications of increasing satisfaction with commitment and with employee performance can be seen from employees always experiencing happiness in carrying out work and personal life, employees always feeling happy in establishing working relationships with co-workers, employees can always establish good relationships with leaders, and employees can always respect the attitude of all employees and can always overcome boredom in carrying out work and always feel comfortable when carrying out every job. Regarding the implications of the influence of satisfaction on performance, it is also proven that there is a positive and significant effect, the results of this study are consistent with the research of (Fatima, 2017), who concluded that satisfaction can make a real contribution to improving the performance of the organization concerned, this is because high satisfaction will have an impact on improving organizational performance in the future.

The high satisfaction can be seen from several indications, among others, based on the Main Performance Indicators (KPI). The results of this study indicate that the main performance indicators will have an impact on improving the implementation of service activities as well as accountability in the implementation and implementation of services at the Aceh Jaya Education Office.

5. CONCLUSION

The results reveal that intrinsic motivation, satisfaction, commitment, and performance of the Aceh Jaya Education Office are good, intrinsic motivation affects satisfaction, intrinsic

motivation affects commitment, intrinsic motivation affects performance, satisfaction affects commitment, satisfaction affects performance, intrinsic motivation affects commitment through satisfaction, and Intrinsic motivation affects commitment through satisfaction. The results also explain that satisfaction in the model functions as a partial mediator. So it is evident that the function of increasing the commitment and performance of the Aceh Jaya Education Office is a function of increasing intrinsic motivation and increasing satisfaction. Thus the model is verified and can be used as a reference for further research by developing it by involving other variables.

Several recommendations were successfully mapped from the research results. To improve and maintain employee satisfaction and employee performance of the Aceh Jaya Education Office based on intrinsic motivation variables, the leadership needs to pay attention to providing life insurance in the form of compensation (allowances) so that commitment to the organization becomes higher. Then regarding the satisfaction that has been felt by employees, leaders should always respect the attitude of all employees, especially in carrying out their duties in the office, so that the goals of increasing commitment and achieving performance can be realized. To increase employee commitment, employees should be able to increase their service in the office and the leadership will give awards to employees who are considered to have good work performance. To improve performance, what needs to be done by the leadership of the Aceh Jaya Education Office is to increase the coverage of the availability of information databases and educational profiles, so that the organization is better known to the public through WEB-based social media.

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