



Predicting employee performance through extrinsic motivation: A conceptual model and empirical validation

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ABSTRACT

An organization can only be successful with the help of its resources, especially its employees. Therefore, employees are the driving force that truly contributes to the sustainable success of the organization. Of course, this success can only be achieved with optimally performing employees. However, to maximize employee performance, strategies are needed to improve it, specifically to create an organizational culture on the part of employees so that it has an impact on performance. This research aims to identify how such strategies can improve employee performance. The method approach that the author uses is descriptive quantitative with associative. This research uses PLS-SEM based methodology. The population and sample in this study were marketing employees of PT Surya Madistrindo Serang Banten Indonesia totaling 151 respondents, all populations were drawn into the sample with saturated / total sample techniques. The results showed that work discipline, organizational culture, and extrinsic motivation can be optimized directly or indirectly through extrinsic motivation. To be able to improve employee performance can be done by improving work discipline and organizational culture directly or through extrinsic motivation.

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INTRODUCTION

Companies are required to continue to grow and continue to develop to compete in today's global era. Because the current national industrial competition is competing with each other to make breakthrough cigarette products of various types, intending to win the competition. In this case, the company is required to continue to be able to manage existing Human Resources (HR) effectively and efficiently to be able to obtain the desired expectations. An important factor that must be considered to achieve company goals is the Human Resources factor (Haryadi, 2022; Kasmiaty, 2021). Membership in the organization is a very meaningful matter in an organization and formation in the organizational structure of the company because the success and effectiveness of a company or organization are highly dependent on the quality of employees it has in the system. Individuals are often the determinant of attendance in the organization where they work,

thus organizations should no longer view individuals as a problem, but as a valuable corporate asset (Haryadi., et al., 2022; Purwanto et al., 2021; Wahyudi et al., 2022). Human resources are one of the bases of competitive strength and a key part of what it means to achieve success in competing to achieve goals. Therefore, HR management for companies or industries is a matter of significance for services to the public (Alfarizi et al., 2022; Rahmatullah et al., 2022; Ruiz-Palomo et al., 2020). Employees are the main asset of the organization and have a strategic role in the company as thinkers, planners, and controllers of organizational activities for the achievement of organizational goals (Prahawan & Simbolon, 2014; Haryadi et al., 2021).

Humans are the most important factor in the company because without human resources it will be difficult to achieve company goals even though the technical aspects of the company are perfect. Good human resource management is a key factor so that the company can achieve its goals. So the human resource management section must process the human resources owned optimally for the survival and achievement of the goals of a company. HR management must get serious attention, among the factors that can affect the success of a company is the performance of its employees (Wahyudi & Salam, 2020). The biggest problem with human resources is the need to see and demonstrate the impact of sustainable competitive advantage on the organization's strategy as the main source. Strategy can be expressed as determining the goals and objectives of the organization, analyzing the relationship between the organization and its environment, reorganizing the activities required for the realization of these goals, and effectively distributing the needed resources in the long run. On the other hand, strategy is a management plan that aims to improve an organization's position in the market, customer satisfaction, and performance. In other words, companies that want to realize a high level of performance must determine a strategy. Efforts to create high-performing employees are influenced by many factors, such as motivation (Good et al., 2022; Wandu, 2022; Zheng et al., 2022).

Employees are an important part of the company compared to other parts such as capital, technology, and other resources because individuals themselves organize others. Individuals sort out technology, individuals seek capital, and individuals use, on the individual side can be one of the bases of competitive advantage and the basis of eternal competitive advantage. Therefore, HR management in the company is a very important matter. The success of a company's management is largely determined by the utilization activities of its employees (Bhatia & Arora, 2021; Gunawan et al., 2022; Riyanto et al., 2022). Employee performance is one of the important work attitudes to evaluate, and assess and organizations often conduct regular surveys related to individual performance. High employee performance can increase customer loyalty and trust (Abdelwahed et al., 2022; Anshori et al., 2022; Haryadi et al., 2021). Performance is the overall result or success of a person during a certain task period compared to job standards, targets, or criteria that have been predetermined and agreed upon. In other words, employee performance is determined by ability, desire, and environment (Awan et al., 2020; Haryadi, Setiawati, Barat, et al., 2022; Parray, 2020).

Employee performance is influenced by extrinsic motivation. In addition to organizational commitment, employee performance can be influenced by work motivation. Motivation is the basis of individual behavior and performance according to the classic theory of reasoned action (Novitasari et al., 2021). Extrinsic motivation tends to be tangibly financially related. These generally take the form of salary increases, bonuses, company facilities and infrastructure, and promotions. These rewards, as we know, are outside of the job itself. It is also worth mentioning that the form of external rewards is usually determined by someone else, such as the employee's manager. Motivation in the workplace has evolved into one of the central issues facing organizations and managers around the world (Georgiana-Florina et al., 2022; Haryadi, 2022). In connection with compliance, how much work ethic or organizational culture has been applied in the guidelines for work rules and standards that must be applied by employees? Organizational culture is a value system that has been agreed upon and obeyed by all company residents which is dynamic and able to increase company productivity. Organizational culture is something that is

considered important in the company and must always be maintained (Grover et al., 2022; Rahmatullah et al., 2022; Sousa et al., 2022). Organizational culture also plays an important role in an organization. One of the factors that can improve work performance is by implementing a good organizational culture. Organizational culture can influence the attitudes and behavior of their individuals and it can cause individuals to understand the basic values of the organization and be more involved in it. Previous research has attempted to find the aspects necessary to improve innovation and organizational performance (Haryadi et al., 2022; Olsen et al., 2023; Triguero-Sánchez et al., 2022).

Efforts to improve employee performance, among others, by paying attention to work discipline. A person tends to work enthusiastically if satisfaction can be obtained from his career and satisfaction in employee activities is the key to encouraging behavior, order, and the results of worker activities in supporting the realization of agency goals. (Andry, 2018; Haryadi et al., 2022). Discipline is a person's actions, behavior, and actions that follow the rules of the institution, whether recorded or not (Syahputra et al., 2020).

The problem that occurs at PT Surya Madistrindo is the workload that results in employees having to be able to complete work quickly. This can be seen from the rate of return of employees who should have left the office at 17.00 WIB but with a lot of work, employees can leave the office until late at night. In its development, it is not proportional to the growing problem of cigarette distribution itself. As an employee at PT Surya Madistrindo, the distribution section certainly has a great responsibility for the success of the company's goals. As a company in the field of cigarette distribution, of course, it must have a lot of human resources to meet sales targets, PT Surya Madistrindo expects employees to work optimally. So with the workload and targets carried by each employee, strong encouragement and motivation are needed so that they can always achieve quality targets. In the first quarter, the target visit was 100% but in reality, only 86.7% was realized. then in the second quarter, the visit was targeted at 100% but only 85.1% was realized. For quarter 3 the target was 100% and then 87.2% was realized. For quarter 4 the target visit was 100% which was realized only 86.1%. This shows that the performance of marketing employees of PT Surya Madistrindo Serang Branch has low performance. Human resources or employees are the most important resources owned by organizations. Motivating these resources will enable organizations to achieve their expected goals. Motivation can also be interpreted as the determination and formation of the elements necessary for employees to work voluntarily to achieve organizational goals or objectives and ensure efficiency. Providing the most effective efficiency depends on employee motivation. As in all sectors, employee motivation has a significant impact on the success of a company. Motivated employees will work more willingly and efficiently, positively reflecting business performance. Therefore, management should consider an approach to being able to provide motivation. This coaching pattern can form an impetus that allows employee creativity to emerge, and employee creativity can improve performance (Ismail et al., 2019; Wahyudi et al., 2022; Ximenes et al., 2019).

By using an associative descriptive quantitative approach with a survey, the author can observe the objectives of this study. Thus, the author can contribute to providing practical and theoretical advice. This study was conducted to identify the objectives to be achieved and the benefits and uses that could be derived from the results of this study, especially the factors that could contribute to improved employee performance.

RESEARCH METHOD

This research uses quantitative methods with a causal approach based on PLS-SEM-based data analysis techniques. This research is based on a sample of 151 respondents from the Population as well as being drawn into this research sample, namely all employees at PT Surya Madistrindo Sales & Field Marketing Unit Serang which is located at Jalan Raya Cilegon KM 3 No. 180 Kagungan, Serang District, Serang City, with 151 respondents. The data collection method used was a

questionnaire with a 10-point scale from 1 strongly disagree to 10 strongly agree, which was distributed online using Google Forms. The descriptive items used are taken from various studies. The tool for processing data is the SmartPLS version 4 software (Ringle et al., 2022). The tests carried out are discriminant validity by looking at loading factors/cross loading, Cronbach's alpha, composite reliability, AVE, and R-Squares. In addition, bootstrapping techniques are used to see the effect, both directly and indirectly. (Hair et al., 2017). The hypotheses of this study are as follows: H1: employee performance is significantly positively influenced by work discipline, H2: employee performance is significantly positively influenced by organizational culture, H3: extrinsic motivation is significantly positively influenced by work discipline, H4: extrinsic motivation is significantly positively influenced by organizational culture, H5: employee performance is significantly positively influenced by extrinsic motivation.

RESULTS AND DISCUSSIONS

Validity testing is necessary to show how supportive the design of the measurement tools and techniques is before hypothesis testing can be conducted. Convergent and discriminant validity were examined in this study to assess validity. In addition, the following vignette shows the results of the validity test. For measurements on the outer model carried out by the author, from the employee performance variable, there are 4 indicators, namely the quality of work results, quantity of work results, reliability, and cooperativeness (Insan, 2019: 47; Vipraprastha et al., 2018; Ricardianto, 2018: 67), then the extrinsic motivation variable has 6 indicators, namely Opportunities to Advance Classes, Job Security, Organizational Policies, Quality of Supervision, Relationships Between Colleagues, Relationships Between Bosses and Subordinates (Akosile & Ekemen, 2022; Fakhrian et al., 2015). The work discipline variable has 5 indicators, namely attendance, adherence to work rules, adherence to work standards, high alertness, and work ethics (Sinambela, 2016; Saleh & Utomo, 2018; Sunarsi et al., 2021). For the organizational culture variable, there are 5 indicators, including innovation and risk-taking, attention to detail, result orientation, human orientation, and team orientation (Haryadi & Wahyudi, 2020; Rahmatullah et al., 2022; Younus & Raju, 2021).

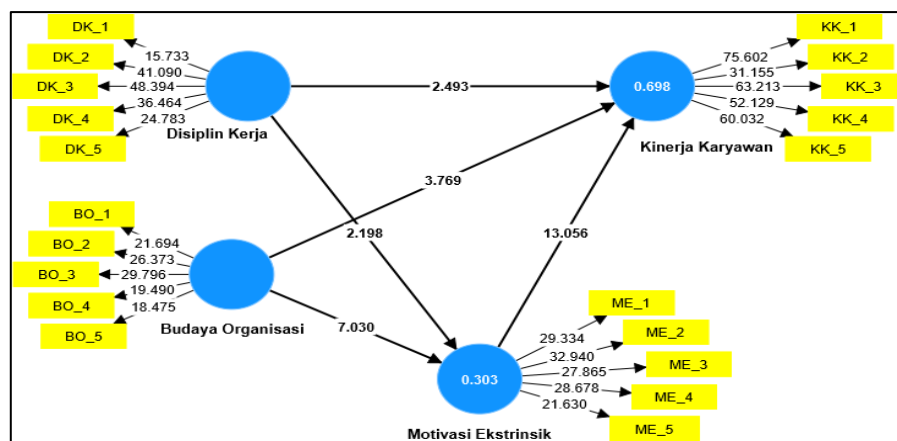


Figure 1. Outer Model Research
 Source: Results of 2023 research data processing

The graph above demonstrates that the data automatically satisfies the validity requirements if each indicator's elasticities are all greater than 0.70. Opinion (Ghozali & Latan., 2015: 74) Each indicator is said to be correct if the external load numbers are greater than 0.70. Convergent validity may be seen from the values that must be more than 0.50 in addition to the

external load numbers (AVE) (Chin et al., 2020; Ghozali. I & Latan. H, 2015; J. F. Hair et al., 2021). The mean variance derived from each variable in this form is greater than 0.50, as seen in the table below.

Table 1. Outer model

Indicator	Organizational Culture	Work Discipline	Employee Performance	Extrinsic Motivation
BO_1	0,796	0,142	0,401	0,424
BO_2	0,812	0,114	0,449	0,422
BO_3	0,823	0,238	0,610	0,476
BO_4	0,781	0,175	0,431	0,399
BO_5	0,785	0,126	0,355	0,352
DK_1	0,064	0,826	0,226	0,149
DK_2	0,248	0,896	0,307	0,266
DK_3	0,167	0,934	0,265	0,194
DK_4	0,201	0,877	0,316	0,259
DK_5	0,181	0,857	0,340	0,284
KK_1	0,504	0,331	0,938	0,741
KK_2	0,520	0,304	0,868	0,735
KK_3	0,538	0,313	0,921	0,741
KK_4	0,559	0,265	0,899	0,733
KK_5	0,504	0,332	0,930	0,735
ME_1	0,530	0,199	0,693	0,809
ME_2	0,386	0,177	0,638	0,867
ME_3	0,399	0,352	0,701	0,817
ME_4	0,459	0,228	0,709	0,817
ME_5	0,374	0,151	0,583	0,829

The table shows that the reliability test values indicate that Cronbach's alpha value, the composite reliability value for all variables is greater than or equal to 0.70 points. Thus, the conclusion is that all variables are reliable or meet the reliability test, and the Average Variance Extracted (AVE) value is > 0.50, which indicates that reliability and construct validity are met.

Table 2. Outer Reliability

Latent Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	The average variance extracted (AVE)
Budaya Organisasi	0,860	0,872	0,898	0,639
Disiplin Kerja	0,926	0,941	0,944	0,772
Kinerja Karyawan	0,949	0,949	0,961	0,831
Motivasi Ekstrinsik	0,886	0,888	0,916	0,686

It can be concluded that each variable meets the reliability requirements so that it can be continued for further testing. After testing the outer and inner models, the authors continued testing the data to determine the effect of the variables assumed by the authors, which in full can be seen in the bootstrap test below. The assumed results are said to be accepted if the T statistical value and the t table index value > (1,960) or if the P value is smaller than the significance value of 0.05. The results can be seen in the following figure or table.

Table. 3 Bootstrapping Direct/Indirect Effect Test Results

Path Coefficient Direct Effect				
Hypothesis	Variable Influence Relations	Original Sample	T Statistic	P Values
H ₁	Work Discipline → Employee Performance	0,115	2,493	0,013
H ₂	Organizational Culture → Employee Performance	0,200	3,769	0,000
H ₃	Work Discipline → Extrinsic Motivation	0,172	2,198	0,028
H ₄	Organizational Culture → Extrinsic Motivation	0,489	7,030	0,000
H ₅	Extrinsic Motivation → Employee Performance	0,673	13,056	0,000
Direct Effect Test Results				
	Work Discipline → Extrinsic Motivation → Employee Performance	0,115	2,113	0,035
	Organizational Culture → Extrinsic Motivation → Employee Performance	0,329	6,550	0,000

Source: SmartPLS 4.0 output processed 2023

The form of the table above is the result of the Bootstrapping test with SmartPLS 4.0 which can be explained in the discussion below: The findings of the first hypothesis work discipline have an influence a significant effect on employee performance. Work discipline is a tool used by leaders to talk to employees so that they want to change their attitude and as an effort to increase the understanding and willingness of a person to obey all agency regulations and legal social norms. (Rivai & Sagala, 2010:825). Discipline emerges when people in a field of work create a community to define discipline and ensure its development through some kind of institutionalization of discipline. Discipline does not arise from technological and structural changes in society (Astutik, 2016). This research is in line with and supports the results of previous research conducted by (Amri & Ramdani, 2021; Maryani et al., 2021; Sunarsi et al., 2021) which states that work discipline has a significant effect on employee performance. The findings of this study's second hypothesis of the results of this study show, organizational culture has a significant positive effect on employee performance. Organizational culture is a system of shared meanings adopted by members that distinguish the organization from other organizations (Lembang et al., 2015). Organizational culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to cope with or overcome its problems arising from external adaptation and internal integration that has gone well enough, so it needs to be taught to new members as the correct way to understand, think and feel regarding these problems (Mulyana, 2021). This research is in line with previous research conducted by (Lompoliuw et al., 2021; Kesek et al., 2021; Rizal et al., 2021) which states that organizational culture has a positive and significant effect on employee performance.

The finding of the third hypothesis is that discipline has a significant effect on organizational commitment. Based on the results of bootstrapping testing the effect of work discipline on extrinsic motivation. This result shows that the higher the work discipline possessed by an employee, the higher the extrinsic motivation. Where the higher the employee who has a high level of work discipline, the higher the extrinsic motivation. Discipline is discipline to the provisions or orders formalized by the institution in a way that is used in finding cases in their work (Sinambela, 2019: 334). Work discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees so that these employees voluntarily try to cooperate with other employees and improve work performance (Maryani et al., 2021). The author builds a hypothesis in the previous chapter that work discipline has a significant effect on extrinsic motivation. The higher the work discipline possessed by an employee, the higher the extrinsic

motivation. This research supports previous research conducted by (Amelia, 2021; Hamarto, 2022; Listianov et al., 2022; Rachman et al., 2021). The findings of this study the fourth hypothesis of the results of this study show, organizational culture have a significant positive effect on extrinsic motivation. Organizational culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration that has gone well enough, so it needs to be taught to new members as the right way to understand, think and feel regarding these problems. Organizational culture is formed by a group of organizations themselves to move in overcoming future challenges. (Insan & Masmarulan, 2021). Which states that organizational culture has a significant positive effect on extrinsic motivation. The higher the application of organizational culture values carried out by employees, the higher the extrinsic motivation.

The findings of the fifth hypothesis regarding extrinsic motivation variables have a significant effect on employee performance. Extrinsic motivation wants an intermediary between activities and some effects that are separated by a kind of clear appreciation, automatic satisfaction starts from extrinsic effects that lead to activity (Triadi *et al.*, 2019). Employees with extrinsic activity points need some of the effects of the activity, such as making money, gaining status in a community, social contacts, and free time from the profession for family time and leisure (Lukito *et al.*, 2016). Extrinsic motivation is an impulse that causes individuals to participate in the maximum way because of external stimuli (Triadi *et al.*, 2019). Extrinsic motivation arises because there is a stimulus from outside the person (Haryadi, 2022; Sofyan & Uno, 2012).

CONCLUSION

For organizations to be successful, they must integrate various functions and make the best use of them. Among effective management systems, the importance of human resources is increasing. Employee performance is one of the most important factors affecting success. Therefore, human resource management in an organization has become one of the most important functions of a company. Strategies that can be applied to create superior performance include work discipline, organizational culture, and extrinsic motivation. In this context, this research is expected to make a theoretical contribution to the literature. This research is limited to employees at PT Surya Madistrindo Serang Sales & Field Marketing Unit. This research only focuses on employees at PT Surya Madistrindo. The limitations of the study cause the minimum sample size may reduce the strength of statistical testing. For this reason, future research is expected to increase the sample used and add research objects, for example in similar companies in other fields not only sales employees to ensure empirical conclusions about how the effects of work discipline and organizational culture on employee performance through extrinsic motivation. In addition, future research is expected to add research variables such as transformational leadership, organizational commitment, and organizational citizenship behavior.

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