

Correlation Between Intrinsic and Extrinsic Motivation to Employee Performance Through Commitment and Organizational Culture

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Abstract

This research entitled "correlation between intrinsic & extrinsic motivation with employee performance through commitment and organizational culture" was conducted to determine the driving factors of doing work that originate from (motivational factors) and (hygiene factors) and to find differences in motivation based on commitment and organizational culture. It aimed to reveal the correlation between intrinsic and external factors and the differences in each driving indicator, namely commitment and organizational culture on the duties, functions, responsibilities of structural and functional officials of the regional government. Data were collected using questionnaires on a sample of respondents representing the target data population. As many as 104 respondents who were local government employees were involved. Information obtained from observations and available documents could also complement the description of the research report. The results of this study were expected to broaden the knowledge of the local government in making policies regarding the work motivation of employees who uphold organizational commitment and culture in increasing their competence to do work professionally. The results of the research analysis revealed two findings: a significant correlation between intrinsic and extrinsic factors with employee performance through commitment and organizational culture; and a significant difference in work motivation, namely prioritizing motivation from intrinsic factors (motivational factors) than extrinsic factors (hygiene factors) for structural and functional officials.

Keywords: Motivation, Performance, Commitment, and Organizational Culture

1. Introduction

The state civil apparatus have a big responsibility and a strategic role in realizing the government administration and development by providing fair services and being responsible for the community welfare. According to Herzberg's Two-Factor Theory in Hasibuan (1996), intrinsic factors (motivational factors) and extrinsic factors (hygiene factors) are thought to be very influential on job satisfaction. Apart from satisfaction, commitment and organizational culture also influence employee performance. Since both factors are a system of values, perceptions and behaviors adopted by individual employees are interpreted and reflected in activities to achieve organizational goals regarding their position as structural and functional officials. Individually, those are aimed to achieve maximum performance to achieve utility in doing the maximum job (level of persistence) in organizational tasks implementation (Sukardi, et al., 2020).

Increasing the performance of individual employees will also drive that of the human resource as a whole, reflected by performance improvement. The performance of structural and functional officials as apparatus has long been in the public spotlight. In general, the performance of employees, especially structural and functional officials, is still considered low in providing services to the community (Amstrong, 1999).

Some local government employees tend to be more willing to be served than to serve. They lack work discipline, less understand the responsibility for carrying out and completing their tasks, and so on. Problems that are still often encountered in government are some employees who do neither understand job descriptions nor complete work on time, are not in the office during working hours or are passive to work, often come late, and do not comply with regulations based on agreed terms. In such a situation, the leadership must provide motivation so that the structural and functional officials can carry out their work properly and effectively (Amalia, 2020).

Besides, the conditions of the work environment which are well-equipped, in terms of administrative equipment, workspace arrangement, and operational equipment, have not significantly increased employee motivation. A number of facilities, such as allowances, honoraria, incentives, and others, also appeared to have been budgeted for improving employees' performance. However, their motivation to spur their performance did not appear to show the expected results. Therefore, for the organizational performance to be increased and optimal, joint efforts are needed to solve problems to improve public service for structural and functional officials following their respective duties and functions contained in the work environment. The correlation between motivation and employee performance through commitment and organizational culture is expected to provide benefits to the organization in an effort to build effective relationships to provide good service in increasing the structural and functional officials' work motivation in carrying out their duties and functions responsibly.

2. Method

To answer research questions related to the main problem, namely the corral of motivation that comes from intrinsic and extrinsic factors, the analysis was carried out with a specific statement in the forms of questionnaires which was submitted to the respondents in the form of five choices using the Likert technique, including Strongly Disagree (STS) with a value of 1 (one), Disagree (TS) with a value of 2 (two), Doubt (R) with a value of 3 (three), Agree (S) with a value of 4 (four), and Strongly Agree (SS) with a value of 5 (five). Meanwhile, the differences in the performance motivation of structural and functional officials were analyzed using the "comparison" technique, namely ranking the highest and lowest of the 6 intrinsic factor items (Satisfaction serving the community, Opportunity to increase experience, Responsibility at work, Relationships with colleagues, Professionalism, and Opportunities to develop career) as well as 6 items of extrinsic factors (job security, relationship with superiors, fair punishment, comfortable workspace, challenges at work, and high salary).

The results of the analysis and discussion found a significant correlation between intrinsic and extrinsic motivation with employee performance through commitment and organizational culture through Kendall Tau's Correlation analysis (Makbul, 2018). Meanwhile, in terms of the work motivation of structural and functional officials in carrying out the main duties and functions of employees through the analysis of "comparison", it was found that the performance of structural and functional officials was very different, namely: the item "career development opportunity", got the highest rank in the intrinsic factors.

The results of data analysis using these two methods were very helpful for researchers to answer the research problems presented in the previous research plan. That was why researchers used the "Comparative" approach: to see the highest-rank of indicators, which provided high work motivation, and employed the Kendall's Tau Correlation technique: to determine the significant correlation between motivation and employee performance through commitment and organizational culture of structural and functional officials.

3. Results and Discussion

The results of the analysis and discussion of this study showed the closeness of the correlation between intrinsic factors (motivational factors) and extrinsic factors (hygiene factors) on employee performance through commitment and organizational culture using Kendall's Tau Correlation analysis (Ayu, 2004). This analysis aimed to determine the closeness of the correlation between the variable motivation of intrinsic and extrinsic factors with employee performance. The results of the hypothesis showed a close correlation between the intrinsic and extrinsic factors through organizational commitment and organizational culture to improve employee performance. Furthermore, comparative data analysis in this study was used to determine differences in work motivation of structural and functional officials. The comparative data analysis technique was used to determine the variables of indicators ranging from the lowest rank 1 (one) to the highest rank 12. From the results of the data analysis, it could be seen that the difference in the motivation of the officials shown by each indicator was based on rank. The results of this ranking indicated that the indicator with the highest score was categorized as the last rank, while the indicator with the lowest score is categorized as the last rank. (Syafiril, et al., 2020)

Based on the discussion of the results of data analysis, several variables were discussed, namely; Intrinsic Factors (X1) and Extrinsic Factors (X2), Organizational Commitment (Z1) and Organizational Culture (Z2), and Employee Performance (Y). This analysis was carried out by analyzing the variables intrinsic and extrinsic motivation, organizational commitment, organizational culture, and organizational performance, all of which were estimated to have a close correlation to employee performance, where this series of analyzes was carried out on structural and functional officials.

The data collected through questionnaires were processed through the analysis of "Kendall's Tau Correlation", namely the variables intrinsic factors and extrinsic factors, while to determine the degree of closeness of the correlation, hypothesis testing was carried out. Through quantitative descriptive correlation analysis, each variable obtained a significant correlation value of intrinsic and extrinsic factors through commitment and organizational culture. The value of the closeness of this correlation was obtained from the weighting of the respondent's response value from the variable indicators contained in the research statement in the questionnaires. (Etzioni, A. 1994). Responses to the research variable indicators by structural and functional officials varied according to the Likert scale with the assumption that a value of 1 (one) indicates the lowest value (score), and a value of 5 (five) both gives inverse weight to statements. Respondents' responses indicated what respondents perceived, knew, and saw about understanding the main tasks and functions, increasing job satisfaction fulfillment, high loyalty, as well as attitudes and behaviors that structural and functional officials must demonstrate.

3.1 Analysis of Correlation Closeness

The level of closeness of the correlation of each variable: intrinsic factors and extrinsic factors, employee performance, commitment and organizational culture, can be explained through the following table:

Table: 1
Correlation between Intrinsic Factors, Extrinsic Factors,
Commitment, and Organizational Culture

Variable	Correlation value	Sig	Hypothesis Test Results	Interpretation
Intrinsic (X1)	.415	>0.25 – 0.5	Ho: rejected Ha: accepted	moderate significant
Extrinsic (X2)	.309	>0.25 – 0.5	Ho: rejected Ha: accepted	moderate significant
Commitment (Z1)	.280	>0.25 – 0.5	Ho: rejected Ha: accepted	moderate significant
Organizational culture (Z2)	.299	>0.25 – 0.5	Ho: rejected Ha: accepted	moderate significant
Employee performance (Y)	.496	>0.25 – 0.5	Ho: rejected Ha: accepted	moderate significant

The table above shows the closeness of the correlation between intrinsic and extrinsic factors with employee performance through commitment and organizational culture through correlation analysis. Before analyzing the relationship between intrinsic and extrinsic factors with performance through commitment and organizational culture, we must first know the correlation value with the method used to estimate the significance level of correlation, namely:

sig = (0.0 - 0.25): very weak , sig value > (0.25 - 0.5): moderate, sig value > (0.5 - 0.75): strong, and sig > (0.75 - 1.0): very strong.

3.1.1 The closeness of the correlation of intrinsic factors with employee performance through commitment and organizational culture

The results of the correlation analysis indicate the level of closeness of the relationship between intrinsic factors and employee performance through commitment and organizational culture. To provide an interpretation of the relationship, hypothesis testing is needed, as follows:

Hypothesis 1. The null hypothesis (H_0) test results showed no correlation between intrinsic factors through commitment and organizational culture. Meanwhile, the results of the alternative hypothesis (H_a) test, namely the intrinsic factors value (0.415) plus the performance value (0.496), were then multiplied by the organizational commitment value (0.280) and multiplied by the organizational culture value (0.299), resulting in 0.4565. From the hypothesis test through correlation analysis, where the results showed the value of the closeness level of the intrinsic factors relationship through commitment and organizational culture (0.4565), the relationship closeness level was at sig > (0.25 - 0.5), meaning the null hypothesis (H_0) was rejected and the alternative one (H_a) was accepted. It means that the tendency of the relationship value was quite significant. From this value, it can be seen that the correlation between intrinsic factors and performance through commitment and organizational culture can significantly improve employee performance by (45.65) percent.

Based on this hypothesis test, by linking with the previously proposed hypothesis and the theory used to analyze the problems contained in the study, the researcher concluded that the correlation between intrinsic factors and employee performance through commitment and organizational culture to structural and functional officials is quite significant because it is supported by employees' understanding of commitment and good organizational culture as a system of values, norms, and involvement in the organization as a guideline for structural and functional officials in carrying out work based on the existing authorities and responsibilities.

Based on the results of this hypothesis test, the significant level of closeness of the correlation between intrinsic factors and employee performance through commitment and organizational culture for structural and functional officials is led by several indicators of commitment and organizational culture that receive significant responses and responses from respondents that reflect the strength of motivation of the employees are still guided by the elements of commitment and organizational culture in carrying out their duties and responsibilities.

The results of this hypothesis test are in line with the opinion of Susanto (1997), which stated that commitment and organizational culture are inseparable parts of employees' motivation in the organization as a guide for them in dealing with internal and external problems and efforts to adjust integration into the organization so that each member of the organization must understand the value system and norms as a guide for them to act and behave.

The results of this hypothesis test are also in line with the opinion of Etzioni (1996) that the concept of commitment and organizational culture is the commitment to attitude and behavior: a situation where employees consider the extent to which their personal values and goals are following the values and goals of the organization, as well as their desire to maintain their membership in the organization. Commitment and organizational culture in principle involve the participation of an attitude of loyalty with organizational goals, a feeling of being involved in organizational tasks, and, most importantly, a feeling of loyalty and obedience to the value system and norms contained in the commitment and organizational culture. The results of this research empirically reflected structural and functional officials. The world of work, through organizational commitment, has an important level of closeness, and there are even some organizations that dare to include an element of commitment as one of the requirements for holding a position in the organization (Moeldjono, 2004)

Based on the results of this hypothesis testing, the researcher concluded the level of closeness of the correlation between intrinsic factors and employee performance through commitment and organizational culture that structural and functional official's must-have. To form employee commitment to increasing employee work motivation, they must strive to create a level of closeness of the correlation that can create a sense of belonging to the organization, create harmonious conditions, identify themselves as encouragement in the organization, and create a level of intimacy between personal motivational relationships in working in the organization and at the same time feel comfortable in it. To support the values, vision, and mission of local government organizations in achieving their goals, according to researchers, creating a close relationship between intrinsic factors based on rules that originate from commitment and organizational culture can create good employee job satisfaction values. Every employee must have a basis and behavior based on organizational commitment and culture; employees who have a high commitment will make maximum efforts and a strong desire to achieve organizational goals. On the other hand, employees who have low commitment will do less than their best under compulsion. This fact is in line with the commitment and organizational

culture as a situation where a structural and functional official side with the organization and its goals and desires in maintaining membership in the organization (Nurlaila, 2010).

3.1.2 The level of closeness of the correlation between extrinsic factors and employee performance through organizational commitment and culture

The results of the correlation analysis are intended to further sharpen the hypothesis regarding the relationship between extrinsic factors through commitment and organizational culture as can be seen in the following ways.

Hypothesis 2. The results of the null hypothesis (Ho) test showed that there is no correlation with extrinsic factors through commitment and organizational culture, while the results of the alternative hypothesis (Ha) test were: extrinsic factors correlation value (0.309) plus the organizational performance correlation value (0.496).) then multiplied by the value of commitment (0.280) and multiplied by the value of organizational culture (0.299), then the correlation value was obtained (0.3505). That is, the level of closeness of the correlation between extrinsic factors through commitment and organizational culture can increase employee performance by (35.05) percent. This means that the level of closeness of the correlation was at the $\text{sig} > (0.25 - 0.5)$ so that the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted, meaning the correlation of extrinsic factors through commitment and organizational culture the level of closeness of the correlation was quite significant. That is, the degree of closeness of the correlation of extrinsic factors through commitment and organizational culture can significantly improve employee performance by (35.05) percent.

Extrinsic factors that have a significant relationship through commitment and organizational culture is becoming increasingly important from the perspective of public services and public management, in line with the implementation of government administration and development. The keyword from extrinsic factors to organizational commitment and culture will be able to increase the value of trust, institutional norms, and coupled with the attitude of structural and functional officials to highly respect the values contained in organizational commitment and culture (Luthans, F. 1992). Organizational commitment and culture are the values and beliefs that organizational members have, which are manifested in the form of norms related to the behavior of employees or organizational groups. Based on the facts, it shows that commitment and organizational culture can be formed in a relatively long time because commitment and organizational culture comes from extrinsic factors (hygiene factors) owned by employees in an organization.

The results of this hypothesis test also illustrated those extrinsic factors with performance through commitment and organizational culture that apply to structural and functional officials have a significant level of closeness to serve as guidelines for employees: in carrying out their work they will expect achievement and try to get out of dissatisfaction; and in carrying out their job duties they do not only have to get compensation in proportion to what has been done in the organization. This is in line with the opinion of Moeljono (2004) that the actualization of organizational culture which is implemented in productive culture as a measure of the value system contains components owned by employees, must understand substantial issues, namely: understanding the basic substance of the meaning of work, attitudes towards work and environment, behavior when working, understand work ethic, attitude towards time, and understand the tools used at work. Therefore, the researchers concluded that extrinsic factors have a significant relationship to the value of the components of commitment and organizational culture that are owned by structural and functional officials (Vethzal & Basri 2005).

3.1.3 The level of closeness of the correlation between extrinsic factors and employee performance through organizational commitment and culture

Based on the results of the analysis, the differences in the work motivation of structural and functional officials can be identified through weighting techniques, namely: high scores as the first rank and low scores as the last rank of the research indicators as follows:

Hypothesis 3. The results of the null hypothesis (Ho) test showed that there is no difference in the work motivation of structural and functional officials through intrinsic and extrinsic factors, while the results of the alternative hypothesis (Ha) were: the value of the difference in intrinsic factors (M), namely: the responsibility factor with a value of (430) as the first rank while the extrinsic factors (H), a high salary indicator with a value of (392) was categorized as the fifth rank. Thus, the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted, which means that there are differences in work motivation through intrinsic and external factors for structural and functional officials.

The difference in the level of work motivation of employees in carrying out their main tasks and functions shows the level of understanding of employees of the duties and responsibilities under their authority as a logical consequence of the positions attached to structural and functional officials that in completing every job given to employees is a moral responsibility that must be fulfilled. The higher the value of the difference in work activity indicators indicates the level of strength of employee work motivation in completing any work contained in the ideals in achieving organizational goals. The difference in the characteristics of a position lies in that structural officials in interpreting the implementation of their main duties and functions are always based on orders, loyalty, following the norms that have been regulated based on job descriptions of positions in local government organizations, while functional officials in implementing their job duties are more based on the level of independence, innovation, and creativity possessed by functional officials in carrying out their main duties and functions with a sense of belonging (Sanusi, et al., 2020).

The results of this analysis were in line with the opinion of Armstrong (1999) stating that to form employee work motivation involving commitment and organizational culture towards improving performance is to create a sense of belonging to the organization: to realize such a condition, employees must involve themselves in the organization and understand the objectives that the organization wants to achieve. This analysis also showed that structural and functional officials have significant potential to carry out work based on the responsibilities within their authority. The public demands for maximum service improvement provided by the apparatus. Good service can be realized satisfactorily if employees have high motivation based on competence in understanding the main tasks and functions in the organization.

Based on the discussion of this research, the differences in work motivation played by structural and functional officials are closely related to the knowledge and skills that determine the success of an organization. Motivation patterns reflect the organizational culture environment. Following the opinion of Darsono (2010), there are four patterns of motivation from success motivation, namely: (a) motivation to succeed; (b) togetherness; (c) competence; and (d) power. The difference in the motivation of structural and functional officials and can be a competitive advantage, they can also be stabilizers or balancers in the organization. When employees are continuously motivated passively to work and do not understand the goals of the organization and when they work but are not effective and efficient, resources place them at a disadvantage to the organization. Employee work motivation for structural and functional officials with significant differences in correlation is a major factor for organizations to maximize the effectiveness of employee resource management to have good work motivation.

3.2 Comparative Analysis

Based on the “comparative” analysis, to determine the level of differences and at the same time to compare the relationship between intrinsic motivation (motivational factors) and extrinsic (hygiene factors) with employee performance through commitment and organizational culture owned by structural and functional officials in local government in carrying out their duties and functions, data can be seen in the following table.

Table 2
Differences in Motivation of Intrinsic and Extrinsic Factors with Structural and Functional Officials

No	Variable	Factor H & M	Rank	
			Structural Official	Functional Official
1	Satisfaction in serving the community	M	1	1
2	Safety at work	H	2	2
3	Opportunity to get more experience	M	3	4
4	Responsibilities at work	M	4	3
5	Relationships with colleagues	M	5	9
6	Professionalism	M	6	7
7	Relationship with superiors	H	7	5
8	Fair treatment in punishment	H	8	6
9	High salary	H	9	8
10	Comfortable workspace	H	10	10
11	Work challenges	H	11	11
12	Career development opportunities	M	12	12

3.2.1 Intrinsic Factors (Motivational Factors)

In the table above, it can be seen the level of difference in intrinsic motivation from each indicator, namely; satisfaction in serving the community, professionalism, responsibility at work, relationships with colleagues, career development opportunities, and opportunities to get more experience. The results of this analysis indicated that “Satisfaction in serving the community” for structural and functional officials got rank 1 (one). It can be understood that the research indicator, namely “Satisfaction serving the community”, got the lowest score, while the research indicator “career development opportunities”, for structural and functional officials got rank 12 (twelve). It can be interpreted that the “career development opportunities” factor got the highest rank, namely prioritizing the factors of loyalty, attitude, and behavior to respect and appreciate the leader, while getting “Satisfaction in serving the community” is understood as the order of work that is the last priority for structural and functional officials in carrying out duties and functions as employees.

The results of this study were in line with the statement of Luthans (1992) arguing that motivational factors include: a). Satisfaction in serving the community, b). Opportunity to get more experience, c). Responsibilities at work, d). Relationships with colleagues, e). Professionalism, f). Career development opportunities. The results of this analysis were in line with Herzberg's Two-Factor Theory, which states that a person's motivation that comes from within employees is called (intrinsic factors) and motivation that comes from outside the employee is called (extrinsic factors). The motivational (intrinsic) factors are trying to get satisfaction in serving the community and, on the other hand, wanting to develop a career. Hygiene (extrinsic) factors are factors that encourage avoiding dissatisfaction with work. These results were described by respondents in providing answers to statements on the research variable indicators in the questionnaire. The high and low ranks obtained from the results of respondents' responses can illustrate that structural and functional officials have differences in motivation in carrying out their jobs.

3.2.2 Extrinsic Factors (Hygiene Factors)

Extrinsic factors are motivational factors that come from outside the self that also determine a person's behavior in carrying out activities known as hygiene factors which include a). Security, b). Relationship with superiors, c). Fair treatment in punishment, d). High salary, e). Comfortable workspace, f). Work challenges. Extrinsic factors are factors that encourage employees to avoid dissatisfaction in doing work. These results can be seen from the responses of respondents in providing answers to statements on the research variable indicators, where structural and functional officials also choose “satisfaction in serving the community”, as of rank 1 (one) and are challenged at work to be placed in rank 11 (eleven). This can be interpreted that both structural and functional officials in carrying out their duties and functions prioritize the “challenges in work” factor, compared to other motivational factors contained in (extrinsic factors).

The results of this study proved that the acquisition of rank is the difference in the level of differences in work motivation that comes from extrinsic factors, which reflects that the employees who have structural and functional positions in carrying out work can provide more satisfaction through “challenges in work”, rather than “satisfaction in serving”, while structural and functional officials understand these factors comes from extrinsic motivation (hygiene factors). When job satisfaction occurs, this feeling is reflected in the positive attitude and behavior of employees in carrying out work.

From the results of this study, it can be seen that there are differences in determining the choice of priority work that must be done by structural and functional officials at work, where these results indicate that “challenges in work”, are placed in the first priority, while “satisfaction in serving the community”, is placed in the last order. This can be interpreted that the differences in the functions of structural and functional officials in determining choices in carrying out work are very dependent on dissatisfaction factors originating from extrinsic factors (hygiene factors).

3.2.3 Organizational Commitment

Based on the research results, it can be seen that the ranking to distinguish the level of work motivation strength contained in the organizational commitment variable owned by structural and functional officials, as in the following table.

Table 3
Differences in Motivation Through Organizational Commitment

No	Variable	Rank	
		Structural Official	Functional Official
1	Implementing the basic values of the organization	1	1
2	Providing good service	2	2
3	Encouraging innovation and creativity	3	3
4	Positive care	4	4
5	Implementing professional assignment	5	5

In the table above, it can be seen that the ranking for the level of work motivation strength of employees with organizational commitment, where the variable indicators of implementing the basic values of the organization are placed in rank 1 (one), while implementing of professional assignment is placed in rank 5 (five) both at structural and functional officials. Based on the results of the research, it can be interpreted that employees in doing permanent work prioritize “implementing professional assignment”, as a guide in carrying out work tasks, while “implementing the basic values of the organization”, has not been made a top priority in motivating employees because it requires a structural official self-development process and functional (Ismail, et al., 2019).

From the results of this study, it can be seen that the ranking to differentiate the level of differences in employee work motivation associated with organizational commitment shows a significant level of relationship because commitment contains elements of loyalty, innovation, active involvement in work, and accepting the values that are the basis of the implementation of organizational commitment. Organizational commitment according to Ivancevich (2007) is the involvement and loyalty expressed by employees to the organization. Based on this understanding, it can be identified that commitment to the organization involves three attitudes, namely, identification of organizational goals, feelings of involvement in organizational tasks, and feelings of loyalty to the organization. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who are not committed to the organization. Organizational commitment describes the organizational strength of identification of individuals with involvement in an organization.

3.2.4 Organizational Culture

Based on the research results, it can be seen that the level of differences in work motivation contained in the organizational culture of structural and functional officials is as in the following table.

Table 4
Differences in Motivation through Organizational Culture

No	Variable	Rank	
		Structural Official	Functional Official
1	Building communication with colleagues	1	1
2	Ability to do a job well	2	2
3	Maintaining work quality	3	3
4	Antuism at work	4	4
5	Responsible at work	5	5

In the table above, it can be seen that the ranking to determine differences in the level of motivational strength contained in organizational culture shows that the indicator “building communication with colleagues” is ranked 1 (one), while the indicator “responsible at work gets a ranking 5 (five). From these results, it can be seen that the respondent responded to the indicator of the responsible factor statement in the work contained in the organizational culture variable, which is quite significant. This shows that the level of differences in employee work motivation through organizational culture played by structural and functional officials has a priority to be responsible for work

being a very priority compared to the motivational factors to carry out building communication with colleagues. The results of this study were in line with the opinion of Robbins (1998) arguing that organizational culture is a system of values or norms that are believed by all members of the organization and which are studied, applied, developed continuously, functions as an adhesive system, and can be used as a reference to behave in the organization to achieve the goals that have been set, thus having a strong level of work motivation to improve organizational performance. (Sukardi, et al., 2020).

The results of this study proved that the level of motivation strength through organizational culture is quite significant in helping local government organizations to provide assurance to all employees in the organization to develop and increase motivation in facing increasingly complex job challenges. Organizational culture always has a positive impact on employee motivation in running the organization, because organizational culture is used as guidelines for employees to behave in advancing and developing the organization. As a further exploration to broaden the insight and understanding of organizational culture, Koentjaraningrat (1998) argued that culture is the whole idea of human action and work in the context of community life which belongs to humans by way of learning. Tika (2006) provided conclusions about the process of forming organizational culture through 4 (four) stages, namely the first stage of interaction between leaders or organization founders with groups/individuals in the organization. The second stage is from the interaction giving rise to ideas that are transformed into artifacts, values, and assumptions. The third stage is that the artifacts, values, and assumptions will be implemented to shape the organizational culture. The fourth stage is that in order to maintain the organizational culture, learning is carried out for new members in the organization. (Syafri, et al., 2020)

Motivation in a success-oriented culture means they work hard because they feel they gain personal pride for their efforts to have technical abilities. If someone is a leader, then he tends to trust his subordinates, is willing to openly accept subordinates' ideas, set ideal goals, and encourage his subordinates to excel. This is in line with Kreitner & Kinicki (1995) who argued that organizational culture is the glue in organizational members. Culture contains an agreement that refers to shared meaning, shared by members of the organization in differentiating organizations. The results of this discussion were also in line with the opinion of Brahmasari (2004) who stated that organizational culture as a concept can be a means to measure the suitability of organizational goals, organizational strategies and tasks, and the resulting impact.

3.2.5 Organizational Culture Employee Performance

Based on the results of the study, the difference in the level of motivation strength contained in the employee performance indicators can be seen, as in the following table.

Table 5
Differences in Motivation through Employee Performance

No	Variable	Rank	
		Structural Official	Pejabat Fungsional
1	Timeliness in doing work	1	1
2	Job effectiveness	2	3
3	Quality of work	3	4
4	Independence in work implementation	4	2
5	Quantity produced	5	5

In the table above, it can be seen that the level of differences in motivation through employee performance by showing the ranking, namely "timeliness in doing work", occupies rank 1 (one), while "Quantity produced", is placed in rank 5 (five), both for structural and functional officials. The results of this study indicated that the level of differences in motivation in improving employee performance is reflected in the level of the weight of respondents' answers to the statement indicators in the questionnaire which indicate the ranking of the level of strength of employee performance. It can be interpreted that employee performance, namely the quantity produced, is a priority in performing performance.

Completing work on time is also very important, but in this study, it can be seen from the quality produced, which is interpreted as a motivation for a sense of responsibility that must be owned by structural and functional officials. These results were in line with Mangkunegara's opinion, (2002) that performance is: First, having high personal responsibility; Secondly, having the courage to take and taking risks; Thirdly, having realistic goals; Fourthly, having a comprehensive work plan and struggling to realize the goals; Fifthly, taking advantage of concrete feedback in all work activities; and, Sixthly, looking for opportunities to realize the plans that have been programmed.

Furthermore, performance according to (Nurlaila, 2010), based on a behavioral approach in management, is the quantity or quality of something produced or services provided by someone who does work. Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or goals, or a predetermined organization that has been mutually agreed upon (Rivai & Basri, 2005). The results of this study were in line with the opinion expressed by Dessler (2000), that performance is a work achievement, namely the comparison between work results and performance standards in quality and quantity achieved by people based on their responsibilities by paying attention to loyalty and the work ethic they adhere to. Based on this opinion, performance is basically what employees do or not do, whereas based on performance management are all activities carried out to increase productivity, work motivation of each employee to accelerate achieving organizational goals.

The results of this study were also in line with the opinion expressed by Mathis and Jackson (2006) that one of the important motivational factors in improving employee performance is to create a sense of ownership, a sense of belonging to all members of the organization is work motivation, that the organization truly belongs to the employees. This sense of ownership can be interpreted for employees, that the level of independence is appreciated for the level of motivation strength with the performance of the employees is very good, also the organization is a place to work (earning a living) and a form of loyalty, work ethic shown through employee commitment, that improving organizational performance for the progress of the organization is part of the activities of wanting to advance the organization, but is more in the form of increasing the confidence of all members of the organization that they are truly (honestly) accepted as part of the organization.

4. Findings

This research's findings indicated that there is a significant correlation between motivation that comes from intrinsic and extrinsic factors with employee performance through commitment and organizational culture. The results also showed differences in work motivation from the intrinsic factors that place the factor "career development opportunities", in doing work, and "challenges at work", from the extrinsic factors are placed in the highest rank, while "satisfaction in serving the community" is found in (motivational factors) & (hygiene factors) get the lowest rank. It can be interpreted that the difference in rank describes the level of differences in the work motivation of structural and functional officials.

The findings can also be seen from the commitment factor of "professional assignment implementation", the cultural factor "being responsible for the job", while the performance factor "quantity produced" is a priority in carrying out work for structural and functional officials. This means that employees in carrying out work do not merely expect rewards from their work, because they at work want to show work performance in carrying out their duties responsibly realizing independence in working to provide good service as a form of maximum service.

These findings also answered the employee paradigm based on certain assumptions, namely: the first assumption is that employees basically do not like work, are lazy, do not like to take responsibility, and must be forced to produce something, and are then called humans (X); the second assumption is that in the organization there are also employees who like to work, are creative, enjoy responsibility, and are able to control themselves, they are categorized as humans (Y). The assumption shows that the intrinsic motivational factors try to get satisfaction in serving the community, where in certain conditions an employee wants to also develop a career (achievement) to show his ability as an employee. Hygiene (extrinsic) factors are factors that encourage employees to avoid dissatisfaction with fun challenges in doing work.

Based on these findings, the researcher argued that the results of this study are different from Herzberg's Two-Factor Theory, which emphasizes that the dominant work motivation that applies to every employee in carrying out work is the extrinsic factors (hygiene factors), where this motivational factors always seek to meet the basic needs of employees to get out of dissatisfiers, while the results of this study indicated that the motivational factors that apply to structural and functional officials are intrinsic factors (motivational factors), namely: the level of satisfaction (satisfiers) is more dominant. From the results of the comparative analysis, the researcher found that differences in employee motivation were; "Career development", more priority than "satisfaction to serve the community", serves as a guideline for employees in working based on organizational goals played by structural and functional officials. To confirm this finding, according to the researcher, the strategic plan of the regional government must be supported, namely: first, realizing competency-based professional apparatus resources; secondly, improving the quality of career development and employee performance; thirdly, providing guidance and encouraging increased discipline, good performance; fourthly, increasing the competence of apparatus resources through education and training; fifthly, improving the performance of apparatus resources through proportional arrangement and placement.

5. Conclusion

Based on the formulation of the problem, research objectives, research results, data analysis, and discussion described in the previous section, the researcher concluded the following: first, 1. Based on the results of the research analysis, the level of strength and the closeness of the correlation between intrinsic factors (motivational factors) and employee performance through commitment and organizational culture is quite significant. This is because employees have understood the motivation that comes from intrinsic factors, namely; "Career development opportunities", as a priority for employees in providing good services to the community by structural and functional officials.

Second, based on the results of the research analysis, there is a significant relationship between extrinsic factors (hygiene factors) and employee performance through commitment and organizational culture. This is because employees have understood the motivation that comes from outside themselves, namely; "Challenges in work", as a priority for employees in providing services to the community for structural and functional officials.

Third, based on the results of research analysis, related to differences in employee motivation, intrinsic factors are more dominant than extrinsic factors in doing work. Supporting factors through employee commitment to uphold professionalism from cultural factors respecting responsibility for work, while performance factors prioritize quantity in doing work by structural and functional officials.

Fourth, the theoretical implications of the results of this study, from Herzberg's Two Factor Theory, are: Intrinsic and extrinsic factors function to avoid dissatisfaction towards employee satisfaction at work. The results of this study indicated that employees' work motivation which comes from intrinsic factors is more priority than extrinsic factors in carrying out the duties and functions of structural and functional officials. It is hoped that further research will add to the indicators of the intrinsic and extrinsic factors, commitment factors, and local culture organizational culture that are useful for explaining the potential for employee performance.

Fifth, the methodological implication of this research is that it is something new in public administration that includes indicators of intrinsic factors (motivational factors) and extrinsic factors (hygiene factors) through commitment, organizational culture, and comparative employee performance to be used as research variables. Furthermore, further research is recommended to use a mix method with questionnaire data collection methods containing a list of structured statements addressed to respondents.

Sixth, the practical implication in this study is that the differences in work motivation that come from intrinsic and extrinsic factors and employee performance through commitment and organizational culture are quite significant and are expected to encourage employee performance improvement through commitment and organizational culture related to the intensity of efforts made in increasing employee competence and trying to develop a career. However, high intensity is not enough to produce satisfactory work performance, unless the effort is related to the direction of local government policies to increase employee motivation, which is considered to be beneficial to the organization.

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